THE EFFECTS OF STAKEHOLDER'S PARTICIPATION ON PROJECT SUSTAINABILITY AMONG DONOR- FUNDED PROJECTS IN KENYA: CASE OF THE KENYA INNOVATION ENGINE

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AN APPLIED RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF BUSINESS ADMINISTRATION DEGREE IN THE BUSINESS SCHOOL OF AFRICA NAZARENE UNIVERSITY

July 2023

DECLARATION

I declare that this applied research is my original work and that it has not been presented in any other University for academic credit.

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Supervisor's Declaration

This applied research proposal is submitted for examination with my approval as the University Supervisor.

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EXAMINERS' SIGNATURES

We have examined this document and the research has met or exceeded the requirement for the degree sought, in addition, the candidate has sufficiently defended the material presented to merit the awarding of the degree of Master of Business Administration degree in the business school of Africa Nazarene University.

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Internal examiner – (Typed name)

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Internal examiner signature Date (dd/mm/yyyy)

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Internal/External examiner signature Date (dd/mm/yyyy)

DEDICATION

I dedicate this study to my husband and children for the support they have given me in my education life. You have in one way or the other contributed to this research project. God bless you.

ABSTRACT

The purpose of the research was to determine the effects of stakeholder's engagement on project sustainability among donor- funded projects in Kenya within The Kenya Innovation Engine. Additionally, the objective of the study was to determine the effects of donor engagement implementors engagement and beneficiaries' engagement on project sustainability among donor- funded projects in Kenya. Moreover, the study was anchored on stakeholders' theory which facilitated in the understanding organizational functioning regarding diverse constituents in which it is embedded. The study used both primary and secondary data. Descriptive research design was used to assist in analyzing the data gathered from a representative subset. The target population for this study constituted 214 respondents in the organization. This study used stratified sampling that had 4 strata comprising of department directors, activity managers, value chain specialists and field representative staff. The study used a size of the sample with 67 employees. The research instrument used in this research was questionnaire. In addition, descriptive analysis included mean scores which showed stakeholders' engagement and standard deviation showed the variation among data analyzed using SPSS version 26. Further, "Pearson's correlation analysis, analysis of variance (ANOVA) and regressions analysis were used. The study findings were that donor engagement has statistically significant on project sustainability among projects funded by donors in the Kenya Innovation Engine" which had a positive coefficient of 0.129. In addition, the study findings were that Project implementer engagement has statistically significant on project sustainability among projects funded by donors in the Kenya Innovation Engine." which had a positive coefficient of 0.503. Finally, the study found that beneficiaries' engagement has statistically shown its significance on project sustainability among projects funded by donors in the Kenya Innovation Engine" which had a negative coefficient of 0.397. The study recommends that on donor engagement that organization should involve donors at all the phases or stages of donor funded project so that donors can get the value of their money, and especially During the co-creation exercise. In addition, the organization should allow donors to identify projects of interest to fund. On the project implementer's engagement, recommends that organization should ensure that implementers understand the projects they are implementing. Finally, beneficiaries' engagement, recommends that organizations should ensure that communities participate in projects so that their interests are considered to enhance project ownership among the stakeholders.

ACKNOWLEDGEMENT

I would like to acknowledge the Almighty God for His prevenient grace which has helped me with what I have so far. Acknowledge Africa Nazarene University MBA Coordinator, you are amazing, you never missed your words, during your coaching and jam starting students. My supervisors Dr. Kimani Gichuhi and Dr. Irene Kibati for walking me through the tough journey back and forth over 10 times. God Bless! Thank you to the Kenya Innovation Engine team for accepting to carry out my research in your organization and been available with the information I needed on the project, linking me with communities.

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LIST OF ABBREVIATIONS/ACRONYMS

ALIN: Arid Lands Information Network

FIMAC: Participation Theory Communal and Agricultural Micro- projects

KALRO: Kenya Agricultural and Livestock Research Organization

KEMRI: Kenya Medical Research Institute

KEPHIS: Kenya Plant Health Inspectorate Services

KIE: The Kenya Innovation Engine

KLMC: Kenya Livestock Marketing Council

M&E: Monitoring and Evaluation

PT: Participation Theory

PCPB: Pest Control Products Board

ST: Stakeholders' Theory

USAID: United States Agency for International Development

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DEFINITION OF TERMS

Sustainability: The ability of a project to continue even after donors withdraw or exit.

Donor: Refers to an organization that provides resources for community project implementation.

Community: A group of households who live close to one another.

Stakeholders: Parties who have a stake in a process and may affect or be affected by outcomes of a project.

Participation: An approach whereby interest groups exercise their right to influence the design and execution of initiatives and not just be passive recipients of project benefits.

Project: A unique set of coordinated activities, with a definite start and end time, undertaken by an individual or organization to meet specific objectives within defined, scope and resources.

Donor funded projects: These are projects established as a result of an international donor funding agreement to which the Government of the Republic is a party, to supply goods or services to beneficiaries.

CHAPTER ONE:

INTRODUCTION

1.1 Introduction

The chapter gives the background of the influence of stakeholder's participation on sustainability of projects that are funded by donors in Kenya. In addition, problem of statement was highlighted while study objectives and study questions were stated. Moreover, the purpose, significance, scope, limitations, delimitations, and assumptions were indicated. Finally, the chapter presented two theories which the study was anchored to, and the "conceptual framework". Donor participation encompasses the ways donors interact with your projects and strategies your organization uses to create stronger ties with its supporters. Donor engagement goes hand in hand with donor retention. Delays on donor funding contributes negatively to staff turnover causing gaps in project implementation. Additionally, delays in disbursement of funds to reach projects on time causes gaps in project implementation, hence causing poor performance.

1.2 Background of the Study

Sustainability refers to a process through which political economic, and social contexts change in each period (Cheluget & Ngari, 2020). A sustainable project include one completed, requirements set, aligned and it continues offering benefits to persons depending on it for long time. Moreover, a project is measured sustainable when the fund providers in project(s) withdraw and project functions smoothly utilizing its financials, technical assistance and managerial and continues providing benefits in the identified communities and run for a long period (Imboba & Mukanzi, 2019).

Globally, in Spain “a case study of Extremadura by Sánchez-Oro Sánchez et al.” (2021) on “participation of stakeholders’ on sustainable planning tourism within the rural region” focused on “insights of profits or return on invested projects, the problems of overnight stay or coordination between training demands and tourism agents.” In addition, a case study of a future seaweed industries in Sweden by Potting et al. (2022) on “participation of stakeholder in sustainability assessment of non- wicked problems focused on stakeholder interaction.” Further, a case study on justice sector reform program in Nepal by Chapagain (2015) on “sustainability of donor funded project” focused on donor engagement with local ownership, participation, and empowerment within longer term sustainability of donor engagement or efforts.

Regionally, Uwamariya et al. (2021) in Rwanda identified “donor funded project of deaf in Kicukiro” and determined the stakeholder participation and project sustainability. The research determined the effects of skills continuation, project ownership, material, and effective leaders. Similarly, Habumuremyi and Tarus, (2021) in Rwanda evaluated effects of “participation of stakeholders’ on sustainability of projects in community within Ruhango District.” The study focused on the following variables: project sustainability, participation of stakeholders, passive, and interactive participation. Additionally, in Ghana, Frimpong (2019) assessed key factors for implementing successful projects funded by donor in Ghana within the ministry of education.” The study used five critical factors i.e., design, project planning, stakeholder engagement and institutional environment. Monitoring was significantly and positively linked to donor-funded projects on successful implementation.

In Kenya, Nzomo and Gachengo (2021) determined "the effects of participation of stakeholders on water sustainability projects in Machakos." The effects determined were funding, project planning, designing, managing projects, and implementing. Moreover, Imboba and Mukanzi (2019) evaluated the effects of participation of stakeholders on sustainability of projects funded by donor within Lurambi a sub-county in Kenya. The study indicated a weak relationship between stakeholder participation and sustainability. Further, Njue et al. (2021) on determining "implementation, stakeholders' participation and sustainability of public projects in Kenya" focused on projects implementation.

Also, Kiambi and Mugambi (2019) assessed "key factors that affects sustainability of projects funded by donor on agriculture within sub county of Imenti North," monitored and evaluated, communities' involvement, and ownership of projects. Further, Wangari and Minja (2021) investigated the "determinants of project sustainability in Kiambu County" and the variables were resource availability, stakeholder participation, monitoring, staff competence and project sustainability.

1.2.1 History of The Kenya Innovation Engine

"The Kenya Innovation Engine (KIE)" was a project funded by "(USAID) United States Agency for International Development" funded and started by (US) United State presidential initiative. Moreover, the program started between May 2012 and ended in May 2017. In addition, the project was funded to a tune of 17 million dollars implemented through "Land O' Lakes Inc. International Development." Further, project objectives were enhancing adoption of agricultural innovative technologies, improving agricultural productivities, markets, and increasing private sectors investing in agriculture and/or nutrition activities. Moreover, the program activities' locations included the following

counties: Elgeyo Marakwet, Bomet, Busia, Bungoma, HomaBay, Garissa, Kakamega, Isiolo, Kericho, Kisii, Kitui, Kisumu, Machakos, Marsabit, Makueni, Tharaka Nithi, Meru, Nandi, Migori, Siaya, Nyamira, Trans Nzoia, Taita Taveta, Turkana, Wajir Vihiga and Uasin Gishu.

KIE identified, fostered, and brought solutions innovative market-driven in persistent under-nutrition, food insecurity, and/or poverty. Subsequently, partnered with entrepreneurs designing new products, concepts, and/or services in maximizing their commercial aspects, nutritional and/or improve livelihoods of targeted communities. In addition, the program supported experimentations and rewards proved successes transforming Kenyan families.

KIE strived to enhance innovations becoming fully sustainable within markets. Moreover, the program provided targeted technical and financial assistance at various phases of life cycle of an entrepreneur in enabling the use of innovative methods within populations target. Furthermore, the program supports were: agricultural varieties such as pests, diseases, and/or drought resistant, particularly in alternative/other staple crops; facilitated access on farm inputs; reduce costs of transaction to enhance farmers access to markets; use information and communication technologies in disseminating it efficiently; low cost in removing mycotoxins in maize; training farmer in records management so they can access finance; farming inputs distribution; identification of livestock and traceability mechanisms in strengthening drylands economy; and facilitate public-private investments.

In addition, the program attained the following: six hundred and seventy innovative applications received in four (4) solicitation waves and/or over 1.2 million dollars invested in seventeen innovations awarded (awardees comprised of thirteen private sector

companies, two (2) institutions of academic, and one research institution; sixteen innovations or discoveries were under test, one in pilot stage, and 3 more roll-out revolutions were in pipeline; forty technical assistance assignments were resourced using local capacities of 1.7 million dollars.

The implementing partners or collaborators were: “Land O’Lakes, Inc - International Development,” in collaboration with “(DGDA) Dalberg Global Development Advisors and IDEO.org,” with funding to: “Cohort I: MFarm Ltd, Virtual City Ltd, The Real IPM Company Ltd, Wanda Organic Ltd,” “Quest Agriculture Ltd, Lachlan Kenya Ltd, University of Nairobi. Cohort II”: “Arid Lands Information Network (ALIN)”, “(KEMRI) Kenya Medical Research Institute,” “(KLMC) Kenya Livestock Marketing Council,” “University of Nairobi, iProcure, AMTECH,” and “Maseno University.” In addition, Cohort III comprised of “Kenya Biologics Ltd, Caytree Ltd, and KENDAT Ltd,” “Ministry of Industrialization and Enterprise Development, (KAIRO)Kenya Agricultural and Livestock Research Organization,” “(KEPHIS) Kenya Plant Health Inspectorate Services, and the (PCPB) Pest Control Products Board.”

1.3 Statement Problem

Sustainability is a key challenge for majority of projects funded by donors in developing countries such as Kenya since many projects generally collapse after donors’ withdrawal or at closure projects. Some government agencies/organs and NGOs implement various projects, are not beneficial to targeted communities after the exit of donors. In addition, study done by Chepkemoi and Kisimbii (2021) focused on “sustainability determinants of poverty reduction programs which are funded by donor in NGOs within county of Mombasa.” Hence, a gap was left on the influence of stakeholders’

participation and sustainability which will be covered by the study. Further, the study of Balozi and Gabissa (2018) in Tanzania on "involvement of beneficiaries in sustainability of project funded by donors and effectiveness" focused on one variable under study hence, the current study will fill the gap by studying the other variables of implementors and donor engagement.

In addition, a gap was filled by studying the variables of donor, implementor and beneficiaries' engagement which were left by the research of Uwamariya et al. (2021) on "participation of stakeholders' and sustainability of Rwanda deaf project funded by donors" as it focused on skills on project ownership, skills, project continuations, project materials and effective leadership. Similar gaps were left by Habumuremyi and Tarus, (2021) study in Rwanda. Similar finding seen in Nshunguyinka (2020) and Temba (2015) case studies. Moreover, the research Kadurira and Nyagah (2021) examined how involvement of stakeholders affects sustainability of community integrated projects by Kenya Red Cross in the county of Tana River. The study entailed project monitoring and evaluating sustainability of communities' projects. Hence, a gap was left on effects of stakeholder's engagement on project sustainability among projects funded by donor where the research will fill the gap by the following variables that are: donor engagement, project implementor, beneficiaries' engagement leading to project sustainability.

Finally, the study of Cheluget and Ngari (2020) evaluated "sustainability of projects funded by donor in public hospitals in Kenya." Hence, a gap was left on effects of stakeholder's engagement on project sustainability among donor funded projects. Several problems were identified in isolation, but the inter-linkages of the findings were not incorporated to solve the problems. My research will interlink all the variables and

analyses the outcomes and their correlation between each other through a pause and reflecting scenario hence making the project sustainability a reality.

1.4 Purpose of the Study

The main purpose of the research was to determine the effects of stakeholder's engagement on project sustainability among donor- funded projects in Kenya within The Kenya Innovation Engine.

1.5 Objectives of the Study

The research evaluated the general objective and specific objectives were given as follows.

1.5.1 General Objective

The research primal objective was to examine the effects of stakeholder's engagement on project sustainability among donor- funded projects in Kenya within "The Kenya Innovation Engine."

1.5.2 Specific Objectives

The research study specific objectives were enumerated as follows:

i) To determine the effects of donor engagement on project sustainability among projects funded by donor in the Kenya Innovation Engine.

ii) To assess the effects of implementors engagement on project sustainability among projects funded by donor in the Kenya Innovation Engine.

iii) To examine the effects of beneficiaries' engagement on project sustainability among projects funded by donor in the Kenya Innovation Engine.

1.6 Research Hypotheses

The research study hypotheses were listed below:

i) Ho_1: Donor engagement has not been statistically significant on project sustainability among projects funded by donors in the Kenya Innovation Engine.

ii) Ho_2: Project implementor engagement has not been statistically significant on project sustainability among projects funded by donors in the Kenya Innovation Engine.

iii) Ho_3: Beneficiaries' engagement has not been statistically significant on project sustainability on project sustainability among projects funded by donors in the Kenya Innovation Engine.

1.7 Significance of the Study

The research study findings benefited the donors first who are the providers of the funds that are used in the specified projects. Thus, the donors were informed on whether the projects they are involved in are sustainable. The second group that benefited from the study findings were the implementors, project managers and the entire project teams. They were able to tell whether the projects undertaken are sustainable. The third beneficiary of the study was the community on which the projects are being undertaken, whether the projects will be with them for a long time. Finally, the researchers and academicians benefited from the findings and gaps identified by the study filled by analysing all the variables that contributes sustainability and helps to plan better in future projects.

1.8 Scope of the Study

The study focused on a case of "The Kenya Innovation Engine" funded project by various stakeholders implemented by "Land O' Lakes" from May 2012 to November 2017 within 42 counties. The problem under investigation was to establish whether donor engagement, project implementor and beneficiaries have a direct correlation on project sustainability. Sustainability has been a major challenge among donor funded projects which has not brought solutions to date. Despite, of the donor agencies bumping money into the country year in year out.

1.9 Limitations of the Study

This research encountered the limitation of literature on the effects of stakeholder's engagement on project sustainability among donor- funded projects in Kenya. However, the study supplemented this with empirical study from other countries. Also, the research encountered challenges in collection of data because some of the respondents like the directors refrained from responding to the questions on the effects of stakeholder's engagement on project sustainability among donor- funded projects in Kenya as they feared that the information might be accessed by the donors, though the researcher explained to them that data gathered is for academic purpose only.

1.10 Delimitations of the Study

The first delimitations were that the research studied only three variables that are donor engagement, implementors engagement and beneficiaries' engagement. Secondly, the research was underpinned to three theories that are: stakeholders' theory, participation theory, and sustainability theory. The researcher would have loved to have a wider scope

but concentrated on the three theories which have separated by other researchers to see the correlation between the three. The researcher then analysed the findings with another research. Finally, a sample population targeted donor respondents dealing with donor funded projects.

1.11 Assumptions of the Study

The first assumption was that the size of sample choose will be representative enough to allow generalization of the findings to other counties. The second assumption is that the study participants was candidly and honestly provide the relevant information for the study. The final assumption was that descriptive procedure were best design that helped gather the information as it is in the county.

1.12 Theoretical Framework

The study was supported by three paradigm that are stakeholders' theory, participation theory, and sustainability theory as discussed in the following section.

1.12.1 Stakeholders' Theory

The study was anchored on stakeholders' theory which facilitated in the understanding organizational functioning regarding diverse constituents in which it was embedded (Miles, 2017). The evolution of Stakeholders' theory casts stakeholders in several categories which foster recognizing the relationships/links of individual stakeholders. In 1984, Freeman defined stakeholders as an individual's or groups of people experiencing effects resulting from attaining the organizational objectives. Moreover, a stakeholder has either financial or human capital is at risk, indicating that they are guaranteed to lose/gain something based on a company's behavior. Hence, the theory calls

for knowing the effects of various firms' stakeholders and how organization respond to effects to enhance sustainability (Tapaninaho & Kujala, 2019). Organizations respond to multiple effects emanating from all the stakeholders rather than individual stakeholders (Fobbe & Hilletofth, 2021).

Stakeholders' theory adopts that the stakeholders are actively involved in the projects plays a meaningful role to benefit communities since it helps in determining the constraints of the project and the needs of the individual locals (Haataja, 2020). Moreover, Góes et al. (2021) indicated that the engagement of project actively by beneficiaries is imperative because it fosters a sense of ownership with the local communities. In addition, the theory focuses on the stakeholders' engagement of the projects that are donor funded and how to enhance sustainability. Donor engagement is attained through collaboration and involvement jointly of project beneficiaries and hence enhance sustainability once the donors withdraw.

1.12.2 Participation Theory

The research is also supported by (PT) participatory theory which is founded on absolute involvement of communities and all stakeholders in the formulation of content, programs implementing and policies developing which led to changing the lives of the communities. Armenia et al. (2019) noted that sustainability outlines the criteria of proper use of resources in donor funded projects and evaluation of results in relation to social, economic, and environmental impacts/effects. In addition, the theory indicates that to shape and change the future is the role of the communities (Reed et al., 2018). Hence, to enacting

any changes require community participation in decision-making process which help in providing the solution to the community problems.

Moreover, the theory indicates that there is need of recognizing the capacities, contribution, and efforts of the communities since involving them increase chances of sustainability project (Rezaei, 2021). PT is centred on (6) six principles or concepts for its efficiency in inclusivity of high projects results. The concepts are equality in partnership or collaborations of every stakeholder; transparency which encourages openness in handling every project activity and communication that is open; sharing of power allowing balanced authority sharing in different project stakeholders; responsibilities sharing in the projects; empowering and cooperation. These principles are employed in any projects through encouraging partnership and engaging every stakeholder leading to success of the projects and sustainability. Uribe et al. (2018) share that PT focus at engagement of stakeholders and partnerships with all stakeholders and their interests the projects. The stakeholders are donors in project, staff, managers, and communities and/or their capacity to work together enhances their personal or individual capacities and competences that lead to sustainable projects (Rezaei, 2021).

Engaging stakeholder is vital tool used in educating the communities on maintaining of the projects and easily managing dissent and creating synergies (Rezaei, 2021). When members of community, both external and internal project are engaged in executing, maintaining, and planning of projects funded by donor; sustainability is attained for a longer time. The paradigm describes the how engagement stakeholders enhance sustainability projects funded by donors.

1.12.3 Sustainability Theory

Sustainability theory (ST) indicates that to maintain desirable aspects of social and/or natural conditions (Harrington, 2016). In addition, sustainability focus ecosystem and biodiversity status, for instance where full attention to well-being of humans is considered like focusing on specific aspects such as educational equity, or financial inclusion (Pelsa et al., 2020). In pursuit of project sustainability which is or geared towards long-term consideration on economic resources, human and environmental resources in manner that is consistent with well-being of humans and stability dynamic system.

Based on the ST, it can be noted that sustainability involves the ability and consistency of keeping changes that are positive. This study intends to investigate how participation stakeholders' effects on sustainability of projects funded by donors and attaining useful result from the manner at which projects are implemented. In some case results are used in enhancing beneficiaries' engagement to ensure sustainability in the donor-funded projects.

1.13 Conceptual Framework

A conceptual framework involved the independent variables that are: donor engagement, project implementor and beneficiaries' engagement. In addition, the dependent variable is project sustainability as in figure 1.1 below.

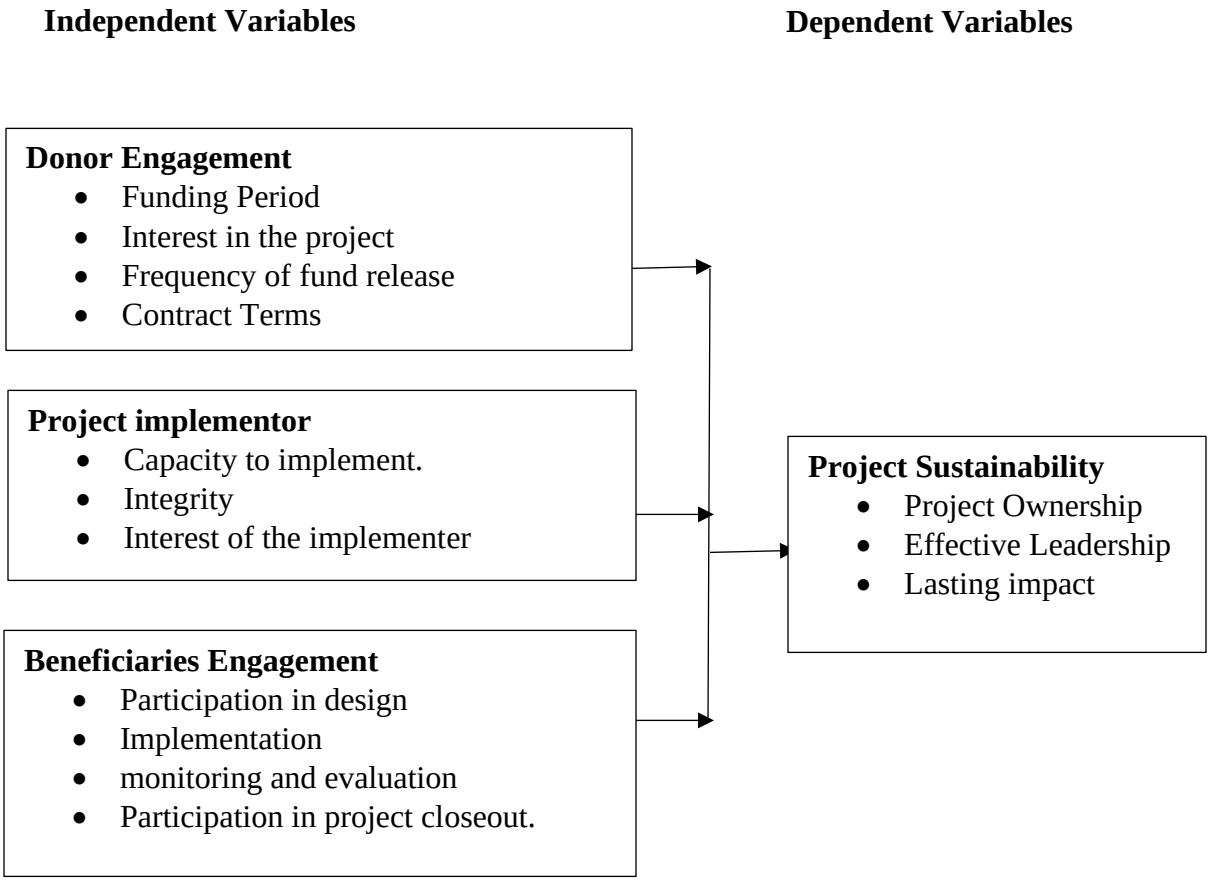

Figure 1.1 Conceptual Framework

Figure 1.1, donor engagement which involve blending the traditional and new roles to create an innovative finance that enhance donors to contributes finance to projects of their choices. This variable is measured by amount that are involved in a particular project. In addition, the motive, or the objective of the projects. Also, the terms and frequency of the donor engagement determine the project success. The second variable is that of project implementor which involves the people or the team and partners that are overseeing the project. In this study it will be determined by the capacity,

integrity, and appropriateness of the implementor engagement to enhance project sustainability.

Thirdly, is the variable of beneficiary's engagement, which involves engaging the communities who are going to benefit from the projects. This variable will be determined by the community participation, community support, community engagement and community interests. Finally, the variable of project sustainability will be determined by project ownership, project continuation and effective leadership.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The section present empirical review on investigates the influence of stakeholder's engagement on project sustainability among projects funded by donors in Kenya using specific objectives outlined in chapter one. At the end, the summaries and research gaps will be presented.

2.2 Literature Review

The literature review will present the research findings from researcher on donor engagement, project implementor, beneficiaries' engagement and project sustainability as follows.

2.2.1 Donor Participation and Project Sustainability

Donor engagement by Heinrich-Fernande (2019) is referred to as way of blending the traditional and new roles to create an innovative finance that enhance donors to contributes finance to projects of their choices.

Muluh et al. (2019) research on challenges or difficulties on sustaining projects funded by donors in Cameroon rural areas involved (FIMAC) Investment Fund for Communal and Agricultural Micro-projects schemes" diagnosed the difficulties, prospects, and determinants, for sustaining the development projects. Further, a sample of one hundred and fifty beneficiaries was used. In addition, results from binary logistic regression

revealed there was a positive significant change in the income levels of FIMAC project beneficiaries, its sustainability was dependent on innumerable of socio-economic features like size of the family, duration of stay with communities, gender, education, and beneficiaries. Furthermore, the limited transparency on application of loan process and the inadequacy of collateral were the main challenges attributed to project beneficiaries.

Uwamariya (2021) study assessed how stakeholder's participation contribute to project sustainability and focused on Kicukiro project funded by donors for the deaf. In addition, the study employed descriptive statistics to a population of two hundred and forty-two respondents where by one hundred and fifty-two respondents were selected and through convenience sampling approach. Questionnaires were administered to the participants. Results from regression and correlation revealed there was a relationship between "Ownership and skills, between skills and continuation and between material and effective leader."

Kiambi and Mugambi (2019) investigated key factors that affects sustainability of agricultural projects funded by donors in Sub County of Imenti North within County of Meru in Kenya. In addition, the study key objectives were assessing how community involvement, availability of resources, project training team, monitoring-evaluation affected sustainability of agricultural projects funded donor. The study utilized descriptive approach to the target population of one hundred and thirty-five respondents whereby seventy participants were chosen through stratified random sampling procedure and questionnaires were utilized to gather data. Moreover, qualitative, and quantitative statistics were employed analysing data. Further, descriptive statistics included percentages, frequencies and means, were used to analyse the data." The research outcomes

were community involvement had the most influence on sustainability of agricultural projects funded by donor, followed by M&E then resources availability, while project training of employees with least influence on sustainability of agricultural projects funded by donors. The findings revealed that monitoring frequency opportunities helped improve projects' sustainability.

Nthenge (2014) investigated the main factors which affects sustainability of water projects funded by donors within the county Tana River in Kenya. In addition, the objectives of the research were to establish effects of M&E on sustainability of projects funded by donors, funding levels and involvement of stakeholders Moreover, the research utilized quantitative research procedure that employs questionnaires in gathering information. In addition, the study used census sampling and purposive sampling method. Analysis of gathered data was descriptive statistics which included frequency distribution tables, mean and standard deviations. The research findings indicated that funding level, involvement of stakeholders affects sustainability of projects.

Gachui (2017) assessed the effects that donor funding's has on community developments success within Kenya on water projects funded by donor in Embu County. The objective of the research was to investigate influence of training, development, and stakeholder involvement on success of community development projects. A sample of three hundred and thirty respondents was selected using a two-stage sampling procedure. Results multiple regression analysis of data analysis indicated that all independent variables were significant with positive effect on community development projects success.

Kuria and Wanyoike (2016) examined main factors that affects sustainability of projects funded by donors in County of Nakuru. Further, funding levels, M&E and involvement of stakeholder were examined. Moreover, descriptive design was employed to study population of seven hundred and twenty-six where by eighty respondents were selected through stratified sampling and questionnaires were administered to respondents. Results from the research indicated that stakeholders in project and beneficiaries of projects were not adequately involved in monitoring and evaluation of activities. Involvement of stakeholders and participation of community affects sustainability of project. Finally, the research found that M&E and involvement stakeholder strongly affects sustainability positively.

2.2.2 Implementor Participation and Project Sustainability

Gilbert and James (2021) explored key factors in the implementation of projects funded by donors. Specifically, the research examined the influence of involvement of stakeholder, funding, M&E, and technology/innovation on the implementation of projects supported by donors. In addition, the research used a descriptive procedure in sampling one hundred and two project staff. Data was gathered through questionnaires and analysis of data involved were qualitative and quantitative. Results from correlation and regression analysis revealed a positive influence on involvement of stakeholder, funding, M&E and technology or innovation on implementation of projects funded by donors.

Ndombi et al. (2020) study investigated the main influence of M&E that is timing, participation, tools, and frequency and sustainability of livelihood projects funded donors within County of Kilifi in Kenya. The research used correlational descriptive design to sample one hundred and seventy-five respondents. The outcomes from correlation of

Pearson's Product moment and multiple linear regression revealed that perception of sustainability differed significantly with marital status, gender, projects, and age. However, on the highest education level perception differed based and time of projects.

Kassim and Mutiso (2019) examined how communication, financial resources, participation of stakeholders and M&E in Wajir County. In addition, the research used descriptive research design to sample thirty donor projects. The research used quantitative data that was gathered from respondents and questionnaire with closed ended questions to gather primary data. Further, the research used descriptive statistics and inferential statistics for analysis. The findings of the study shown that an increase in financial resources increased a unit in communication; a unit increase in stakeholders' participation, led to increases in successful implementation of projects funded by donor a unit increase in M&E led to increase in successful implementation of donor funded projects. This means that the most significant variable was Financial Resources followed by monitoring and evaluation, communication, and stakeholders' participation respectively. The results found out that all the study variables positively affect successful implementation of projects funded by donors.

Kamau and Mungai (2019) study examined influence of project implementation on sustainability of sanitation and water projects within county of Nyeri. In addition, the research used stratified random sampling design and descriptive design utilizing quantitative approaches to data gathering, analysis and reporting through qualitative approaches to data. Moreover, data was gathered through a questionnaire and analyzed quantitatively. Moreover, regression analysis findings showed that technical capacities,

funding of project, participation of community and support by government positively affects sustainability projects on water and sanitation.

2.2.3 Beneficiaries Participation and Project Sustainability

Balozi and Gabissa (2018) case study examined was on influence of involvement of beneficiaries on water projects sustainability which were funded by donors in Arusha region. The study deployed a regression analysis and correlations in a dataset of three hundred and nine respondents referred who were beneficiaries of projects funded by donors The study found involvement of beneficiaries and positively affects sustainability of projects funded by donors.

Mundau and Tanga (2016) assessed the community participation levels and localization on decision making on foreign projects funded by donors within Zimbabwe. Moreover, the participatory approaches were the theoretical frameworks which was used for the study paper. Further, primary data was gathered from fifty-two project members from two (2) NGOs selected randomly from Chiredzi District which is located with south eastern low veld of Zimbabwe. Further, the results were that project members involvement at various project cycle affects decision making. Also, consultations with leaderships at the phase of the project was done.

Lelegwe (2015) conducted a study in establishing the influence of participation communities and community ownership on projects funded by donors. Moreover, participants in the research were the randomly selected trained beneficiaries of health, workers in the County of Samburu. Additionally, observation and survey methodology were employed to gather the study data. In addition, employing a combination of survey and descriptive methodologies in establishing how participation of communities affects

community ownership of projects funded by donors. The findings depicted those low levels of resource commitment, participation of communities was witnessed in the projects.

Migwi and Atikiya (2017) assessed effects of engaging communities at various project phases and sustainability projects. In addition, data was gathered from two hundred respondents involved with JKUAT community sponsored projects. Further, this was ten per cent on the whole population. Further a case research design was used. Consequently, primary data were gathered through self-administered questionnaires while secondary data were gathered from annual reports, working papers, books, journals, research, dissertations thesis, articles, and the internet. The research found; communities were not fully involved in phases of projects development. Moreover, in the planning phases, the participants indicated there was minimal involvement and most of the participants disagreed in engagement of community in identifying of community-based projects. On implementation stage, most of the participants disagreed on involvement of the community in the coordination of the activities of project. Finally, the research findings showed no engagement of community in M&E phase where majority of the participants disagreed that the communities were involved in evaluation teams.

Osman (2018) study investigated influence of participation of communities and sustainability of NGOs in Kenya a case of Shining hope for community organization. Further, the research objectives established influence of project planning, contributions of labour, capacity building and communication and development projects sustainability. Moreover, the research utilized descriptive research whereby questionnaires and interview guides were utilized to gather information. Finally, the study found community participation and projects sustainability had a positive relationship.

2.2.4 Stakeholders' Participation and Project Sustainability

Nshunguyinka (2020) investigated involvement of stakeholders on performance of project funded by donor sin Rwanda. Moreover, the research considered participation of stakeholders in three (3) stages of the project cycle that were planning, initiation, and implementation. In addition, data was gathered through a questionnaire and interview guide from donors. Also, a sample size of seventy-five was utilized in the research. Further, descriptive approaches were utilized in analysing data. The research found there was a correlation between acceptability of project by the communities and project performance and implementation, ownership of project and community empowerment affects performance of projects.

Temba (2015) study investigated participation of stakeholders in promotion of sustainability of projects funded by donors. In addition, descriptive approached were utilized to a sample of seventy respondents. Further, the research findings were that participation of stakeholders affects sustainability of projects funded by. Finally, the research findings were that participation of stakeholders in projects funded by donors that affects sustainability were citizen control, collaboration, material contribution, resource mobilization, and partnership.

Kadurira and Nyagah (2021) examined influence of involvement of stakeholders and sustainability of community integrated projects with Kenya Red Cross in the county of Tana River in Kenya. In addition, the research used descriptive design to one thousand four hundred and nineteen respondents. Further, a simple random sampling approach was employed to select the respondents. Also, data were gathered through questionnaires electronically. Additionally, data was analysed through descriptive and inferential

statistics. Finally, the research found out that M&E affected sustainability of community project.

Ndungu and Karugu (2019) study examined influence of participation of community and performance of youth projects funded by donors with Korogocho in county of Nairobi. Moreover, the research was pinned on social change theory, theory of stakeholders and theory of resource-based view. Additionally, the research used descriptive design to a respondents' of 1650 youths. Also, a sample of 165 participants were selected. Moreover, the used primary and secondary data sourced utilizing a questionnaire and published reports respectively. In addition, results of the research showed strong positive effects of participation of communities and project performance, while the regression findings showed positive effect of participation of communities and project performance.

Cheluget and Ngari (2020) study evaluated sustainability of projects funded by donors in public hospitals within Kenya. In addition, the population of the research was one hundred and thirty-seven staff from the HIV/AIDS projects funded at the hospital. Moreover, a census of one hundred and thirty-seven participants. Additionally, the research utilized primary data whereby questionnaire was utilized to gather the data. Further, data was then analysed utilizing descriptive design. Also, the results of the research revealed that funds source and involvement of stakeholder affects sustainability of project. Finally, the research found that building of capacity, leaderships and government policies had no significant influence on project sustainability.

2.3 Summary and Research Gaps

The summaries on donor engagement study done by Muluh et al. (2019) research on challenges or difficulties on sustaining projects funded by donors in Cameroon rural

areas involved (FIMAC) Investment Fund for Communal and Agricultural Micro-projects schemes. Hence, the study left a gap of stakeholders' engagement which will be filled by the current study. In addition, the study of Uwamariya et al. (2021) study assessed how stakeholder's participation contributed to project sustainability and focused on Kicukiro project funded by donors for the deaf. The study used the variables of skills and ownership, skills and continuation and material and effective leader. This left a gap that will be filled by the study on the effects of engagement of stakeholders on project sustainability among projects funded by donors in Kenya.

Also, Kiambi and Mugambi (2019) investigated key factors that affects sustainability of agricultural projects funded by donors in Sub County of Imenti North within County of Meru in Kenya. In addition, the study's objectives were assessing how community involvement, availability of resources, project training team, M&E and affects sustainability of agricultural projects funded by donors. Hence, the current study will fill the gaps on implementors engagement. Moreover, a gap was left on Nthenge's (2014) study, which investigated the main factors that affects sustainability of water projects funded by donors within the county Tana River in Kenya.

Summaries on Project Implementor were done by Gilbert and James (2021) explored key factors in the implementation of projects funded by donors. Specifically, the research examined the influence of involvement of stakeholder, funding, M&E, and technology/innovation on the implementation of projects supported by donors. Hence, left a gap on stakeholder engagement and sustainability of the projects funded by donors. Also, the research of Ndombi et al. (2020) study investigated the main influence of M&E that is timing, participation, tools, and frequency and sustainability of livelihood projects funded

donors within County of Kilifi in Kenya. The study left a gap on influence of stakeholder's engagement on project sustainability among projects funded donors in Kenya.

Finally, summaries and gaps on beneficiaries' engagement were those left by Balozi and Gabissa (2018) who examined the influence of beneficiary involvement on sustainability of projects funded by donors in Arusha region. The study used Chi-square and T-tests while the current study will use regression and correlation. Moreover, Mundau and Tanga (2016) assessed the community participation levels and localization on decision making on foreign projects funded by donors within Zimbabwe. The study left a gap on sustainability. Moreover, the study of Lelegwe (2015) conducted a study in establishing the influence of participation communities and community ownership on projects funded by donors, left a gap as the study used random sampling methods and utilized descriptive approach. While the current study will fill the gap by using stratified sampling method, analyse data by use of correlations and multiple regression methods.

Another gap left by the study of Migwi and Atikiya (2017) that focused on effects of engagement of community at various project stages on projects sustainability which focused on monitoring and evaluation. Thus, the current study will fill the gaps by introducing new variable of community participation, interests, and engagement. Also, a gap was identified from the research of Osman (2018) study investigated influence of participation of communities and sustainability of NGOs in Kenya a case of Shining hope for community organization. The study focused on planning, labour, communication, and building capacities on sustainability of NGOs development projects in Mathare informal settlement. While the current study will fill the gap by use of stratified sampling method and analyse data by using correlations and multiple regression methods.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section focused on methodologies used in the study to address study's objectives. Moreover, the section identified the study design, rationale, target study population, and study site, sample size, and sampling techniques, data gathering procedures, and analyses of data. Further, the section identified the research reliability, study validity, and ethical consideration issues.

3.2 Research Design

Creswell and Creswell (2018) noted that research design include a guide plan on how the study is to be conducted. Further, it is an approach that the study uses to achieve the objectives (Jacobsen, 2021). This research used descriptive research design to assists in examining the research variables which are under study. The main advantage of using descriptive research design is that it will give a clear picture of the scenario.

3.3 Research Site

The research was done in Kenya Innovation Engine at Nairobi. The researcher identified organization like The Kenya innovation Engine which over the years have concentrated on innovation cultivation on donor funded activities. Creswell and Plano Clark (2018) alluded that study site is a setting in which participants are drawn from. Where a researcher is known with the study location there was minimum resistance when

collecting data (Burkholder, 2020). Finally, bias was minimized by utilizing a sample that is representative.

3.4 Target Population

Tracy (2020) noted that a population consists of subsets of participants that have a common characteristic. The target population of this research study comprises of 214 employees working for Kenya Innovation Engine. These are the experts working directly with the community level farmers, engaging in different specialities.

Table 3.1 Distribution of the Population

Employee Level	Target Population	Percent(%)
Department Directors	10	4.7
Activity Managers	20	9.3
Value Chain Specialists	30	14.0
Field Representative staff	154	72.0
Total	**214**	**100.0**

Table 3.1 shows the study target population comprised of two hundred and fourteen (214) staff and stakeholders/respondents of Kenya Innovation Engine.

3.5 Study Sample

The research sample consist of procedures of sampling and/or research sample size as follows.

3.5.1 Sampling Procedure

Leavy (2017) noted that a procedure utilized in choosing participants for data gathering. Thus, sampling is important sometimes it is a challenge to examine the entire population. Adams and Lawrence (2019) alluded that sampling procedure is the

justification to be utilized in establishing who and the number of respondents to survey. In this sampling technique, the population is divided in to smaller groups known as strata. This study used stratified technique that had 6 strata consisting of department directors, activity managers, value chain specialists and field representative staff.

3.5.2 Study Sample Size

According to Adams and Lawrence (2019), noted that sample size consisted of a segment of the research population that was used instead of the entire population. Data gathered was generalized to account for the population as a whole. The study utilized the formula below (Dubey & Kothari, 2022).

$$n = \frac{Z^2 pqN}{e^2(N-1) + Z^2 pq}$$

Where:

n = sample, N = population, p = population likelihood, p = 0.5 thus, p = 1 - q, e is the margin error given = 10%, Z α /2 = level of significance z = 1.96".

$$"n = \frac{1.96^2 \times 0.5 \times 0.5 \times 214}{0.1^2(214-1) + 1.96^2 \times 0.5 \times 0.5} = \frac{205.5}{2.13 + 0.9604} = \frac{205.5}{3.0904} = 67"$$

Table 3.2 Distribution of Sample Size

Employee level	**Population**	**Sample Size**
Department Directors	10	5
Activity Managers	20	7
Value Chain Specialists	30	8
Field Representative staff	154	47
Total	**214**	**67**

The research utilized a sample size with 67staff.

3.6 Data Collection

Data Collection is the process of gathering and measuring information on variables of interest, in an established systematic fashion that enables one to answer stated research questions, test hypotheses, and evaluate outcomes. The study utilized primary data which was both qualitative and quantitative data.

3.6.1 Data Collection Instruments

The data collection instruments utilized in this study were structured questionnaires. A questionnaire was designed to capture the various variables of study. Moreover, the questionnaires involved closed ended questions with using pre-determined answers. Further, the study questionnaire had a Likert scale of 5-point (Morling, 2018). The questionnaires were carried out in a short period of time to minimize cost. The study questionnaire involved questions set using a 5-point Likert scale that was among one (1) represented strongly disagree, two (2) for disagree, three (3) representing neutral, four (4) represented agree and five (5) for strongly agree.

3.6.2 Pilot Testing of Research Instruments

Pilot testing for the study was conducted before the process of data collecting. It was important to examine errors in the questionnaires (Remler & Van Ryzin, 2022). The study conducted a pilot test using 10% of the participants who were selected to pilot the questionnaire and errors found were rectified. From the diagram below the pilot sample was tabulated as follows:

Table 3.3 Pilot Size

Employee level	Sample Size	Pilot Size
Department Directors	5	1
Activity Managers	7	2
Value Chain Specialists	8	2
Field Representative staff	47	2
Total	**67**	**7**

3.6.3 Instrument Reliability

According to Privitera and Ahlgrim-Delzell (2018), Instrument reliability entails consistency in manner that if questionnaires were to be use again whether they would gather similar data. In addition, it is the degree of constituency within the questionnaires (Sekaran & Bougie, 2019). Further, the study utilized Cronbach's alpha where an alpha is 0.6 or nearer 1 was accepted.

3.6.4 Instrument Validity

Validity refers to the extent by which sampling test constructs depict the measure which thy are supposed to (Sekaran & Bougie, 2019). Moreover, it is the extent the study accurately reflects what the study is measuring. Hence, the study utilized content validity on the questionnaire which were determined by the literature.

3.6.5 Data Collection Procedure

Data collection procedures begun from obtaining consent within Africa Nazarene University and from (NACOSTI National-Commission-for-Science-Technology-and -Innovation). Moreover, authorizations were sought from The Kenya Innovation Engine to

seek permission for data collection. Further, questionnaires for the study were sent to emails of the respondents through google forms.

3.7 Data Processing and Analysis

Data analyses were done through SPPS version 26. As Sekaran and Bougie (2019) alluded that analysing graphical was relevant for the research studies. Further, the descriptive analyses included averages that showed stakeholders' engagement and standard deviation representing the data variation. Moreover, the Pearson's correlation analyses, (ANOVA -analysis of variance) and the regressions analyses is shown below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Regression equation consist of (Y) the dependent variable, which was project sustainability, the independent variables that included: X_1 (Donor engagement)**,** X_2 (Implementor engagement), X_3 (Beneficiary engagement), while ε is the error term.

3.8 Legal and Ethical Considerations

Ethical considerations were the key matters considered in the study (Sekaran & Bougie, 2019). In addition, (Remler & Van Ryzin, 2022) Permission to conduct the study was obtained from the African Nazarene University, Ministry of Higher Education through the department for National Council of Science and Technology Innovation and Plan International. Respondents' informed consent was obtained verbally either in English, Kiswahili and vernacular. To ensure confidentiality, questionnaire was sent to respondents' emails.

CHAPTER FOUR DATA ANALYSIS AND FINDINGS

4.1 Introduction

The chapter included data analysed and the findings about influence of stakeholder's engagement on project sustainability among donor- funded projects in The Kenya Innovation Engine. Moreover, the section included rate of response and respondents' demography. Additionally, the statistics related to descriptives, correlations and the regression analysis were done.

4.2 Response Rate

The study/research collected data from participants through a questionnaire. From sixty-seven (67) questionnaires which were sent to department directors, activity managers, value chain specialists and field representative staff. The Kenya Innovation Engine, Kenya, 62 questionnaires were returned. Thus, the rate of responses was graphically shown in figure 4.1.

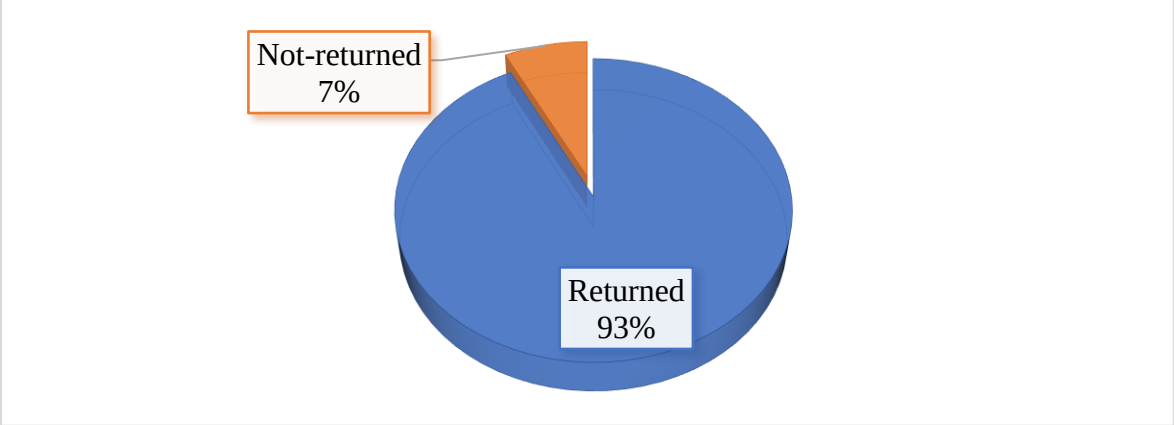

Figure 4.1 Response Rate

The figure 4.1 depicts that those participants that returned the questionnaires accounted for 93.0%. This rate of response was sufficient for the study, and it signified that further analyses could proceed using data from the questionnaires.

4.2.1 Reliability Analysis

The study determined the Cronbach's Alpha of the four variables: donor engagement, project implementor, beneficiaries' engagement, and project sustainability among donor- funded projects in Kenya.

Table 4.1 Reliability Analysis

Variables	Coefficient of Cronbach's Alpha	Constructs
Donor Engagement	0.773	6
Project Implementor Engagement	0.784	6
Beneficiaries' Engagement	0.847	6
Project Sustainability	0.853	7

Table 4.1 indicated that five variables could be relied upon since the coefficient of Cronbach's alpha culcalate were more than 0.6, thus were acceptable.

4.3 Demographic Information

The background information of the participants consisted of gender, the position held within the organization, number of worked years and the participants' education level.

4.3.1 Gender of Participants

The gender of the participants was analysed on influence of stakeholder's engagement on project sustainability among donor- funded projects in The Kenya Innovation Engine, Kenya. The results were indicated in the figure 4.2.

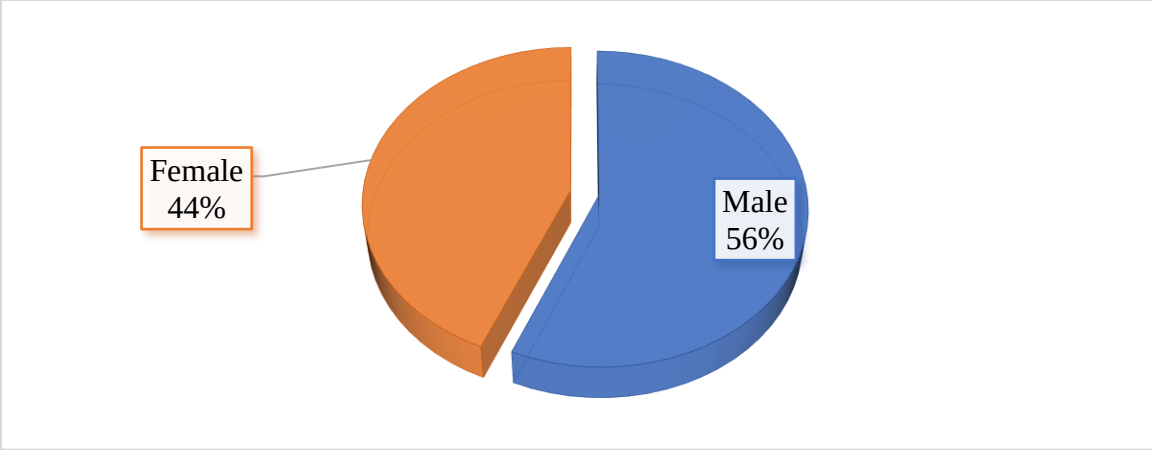

Figure 4.2 Gender of Participants

Figure 4.2 showed that the participants who were male at 56.0% and the female participants accounted for 44.0%.

4.3.2 Position in the Organization

The position held by participants within the organization was evaluated on the s influence of stakeholder's engagement on project sustainability among donor- funded projects in The Kenya Innovation Engine. Moreover, the ranks were classified as department directors, activity managers, value chain specialists and field representative staff. The analyses were graphically shown in figure 4.3.

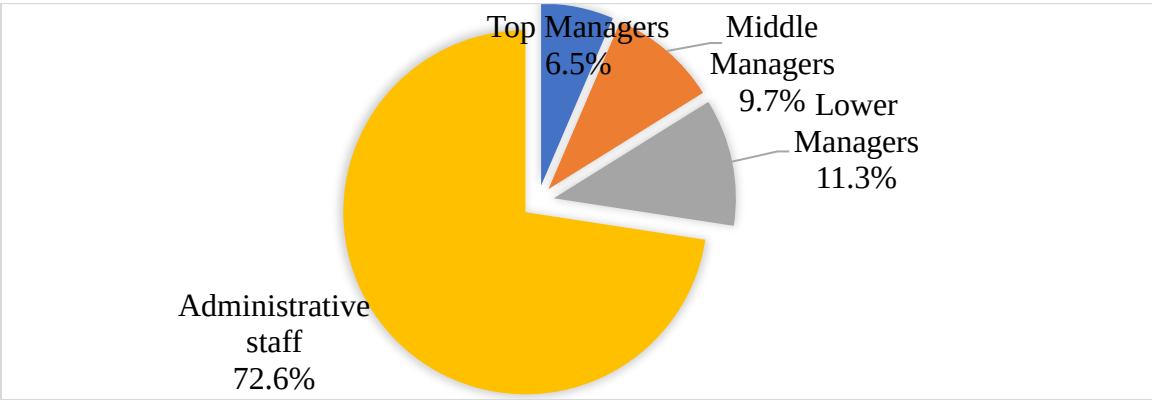

Figure 4.3 Position Held in the Organization

The figure 4.3 showed those respondents who participated in the research on influence of stakeholder's engagement on project sustainability among donor- funded projects in The Kenya Innovation Engine, Kenya and were elected administrative staff with 72.6%. Further, those respondents that were department directors with 6.5%. Further, those participants who were activity managers accounted for 9.7%. In addition, those participants who were value chain specialists with 11.3%. The analysis revealed that most of the respondents were field representative staff.

4.3.3 Number of Years Worked in the Organization

The research sought to investigate the significance of number of years worked by respondents within the organization and how it affected of stakeholder's engagement on project sustainability among donor- funded projects in The Kenya Innovation Engine, Kenya. The results were presented on figure 4.4.

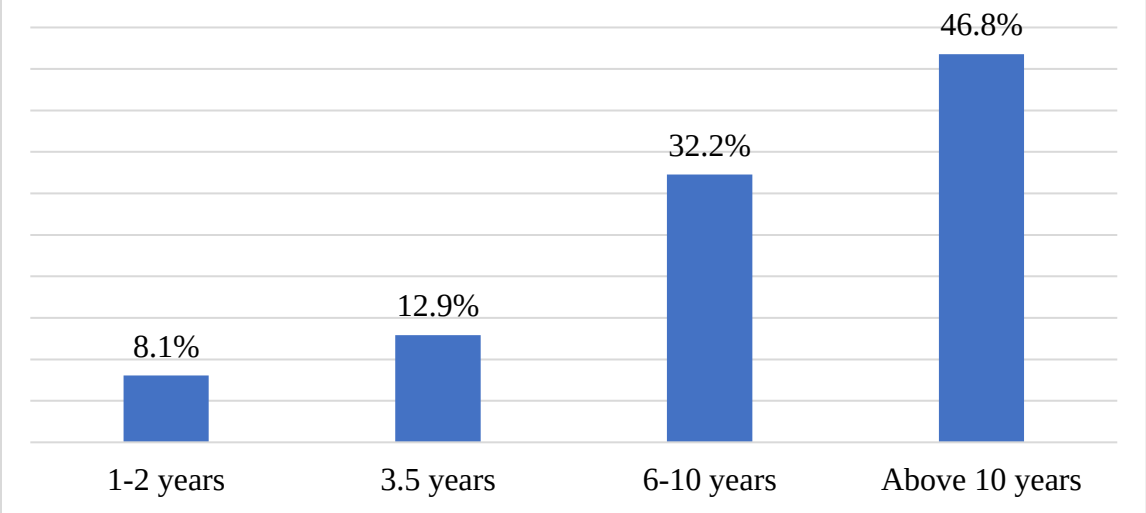

Figure 4.3 Number of Years Worked in the Organization

The figure 4.4, showed that those participants who participated on the research of effects of stakeholder's engagement on project sustainability among donor- funded projects

in The Kenya Innovation Engine, Kenya and had worked for the humanitarian organization with years ranging from 1 to 2 years with 8.1%. Further, those participants who had worked in the organization between year 3 to 5 years represented by 12.6%. Subsequently, those participants that had worked in the organization for years ranging 6 -10 years accounted for 32.2%. Further, those respondents that had worked in the organization for more than 10 years with 46.8%. From the analyses most of the participants had worked in the humanitarian organization for a period over 10 years.

4.3.4 Level of Education of the Respondents

The research determined whether education level of the respondents was significant on effects of stakeholder's engagement on project sustainability among donor- funded projects in The Kenya Innovation Engine, Kenya. The level of education was from certificate to PhD level. The analyses were graphically shown in figure 4.3.

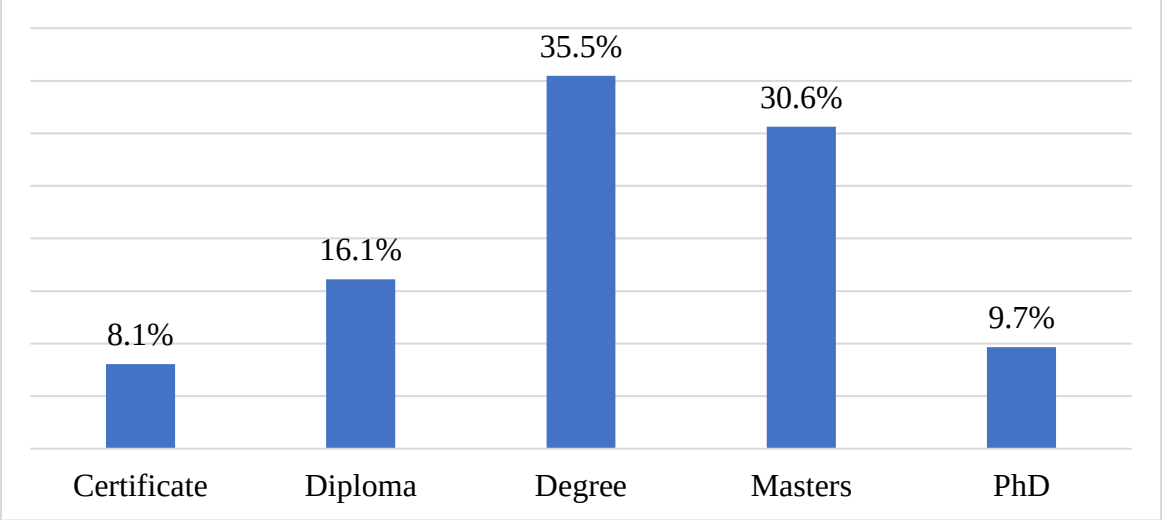

Figure 4.5 Education level of the Participants

Table 4.5 indicated that participants holding a certificate in their education level with 8.1%. Moreover, those respondents with education level of diploma represented by

16.1%. In addition, those who participants on the research of stakeholder's engagement on project sustainability among donor- funded projects in The Kenya Innovation Engine, Kenya with education level of a with 35.5%. Additionally, participants education level of masters with 30.6%. Subsequently, those participants with education level of PhD accounted for 9.7%. It can be noted that majority of the participants had at least an education level of degree accounting for 75.8%

4.4 Descriptive Analyses of Stakeholder's Engagement and Project Sustainability Among Donor- Funded Projects

The study/research sought to examine effects of stakeholder's engagement on project sustainability among donor- funded projects. In the following section descriptive analyses on donor engagement, project implementor, beneficiaries' engagement, and project sustainability among donor- funded projects in Kenya was presented as follows.

4.4.1 Analyses on Donor Engagement and Project Sustainability Among Donor-Funded Projects

The study examined the effects of donor engagement on project sustainability among donor- funded projects in the Kenya Innovation Engine. Further, the questionnaire responses were analysed using Likert scale where strongly disagree = (SD); disagree represented by (D); neutral equal to (N); agree = (A); strongly agree equal to (SA); (μ) represented the mean and (δ) = standard deviation. The analyses were tabulated as in table 4.2.

Table 4.2 Analyses on Donor Engagement and Project Sustainability Among Donor- Funded Projects

Donor Engagement		SD	D	N	A	SA	μ	δ
Amount of funds provided affects the project sustainability of donor funded project	%	1.6	11.3	22.6	37.1	27.4	3.77	1.031
	Freq	1	7	14	23	17		
Motive or objective of the project affects the project sustainability of donor funded project	%	11.3	17.7	25.8	21	24.2	3.29	1.323
	Freq	7	11	16	13	15		
Frequency of donor engagement affects the project sustainability of donor funded project	%	9.7	24.2	21	38.7	6.5	3.08	1.135
	Freq	6	15	13	24	4		
Terms of projects affects the project sustainability of donor funded project	%	8.1	21	33.9	25.8	11.3	3.11	1.118
	Freq	5	13	21	16	7		
Duration of projects affects the project sustainability of donor funded project	%	17.7	25.8	9.7	19.4	27.4	3.13	1.509
	Freq	11	16	6	12	17		
Material type of projects affects the project sustainability of donor funded project	%	11.3	22.6	24.2	16.1	25.8	3.23	1.36
	Freq	7	14	15	10	16		
Composite mean and standard deviation							**3.27**	**1.246**

Table 4.2 shows that on analysing how donor engagement affects project sustainability among donor- funded projects. Six statements were developed as indicated in table 4.2. Statement (1) Amount of funds provided affects the project sustainability of donor funded project, out of 62 respondents who participated in the study, 17(27.4%) of respondents strongly agreed with the statement, 23(37.1%) agreed, 1(1.6%) strongly disagreed, 7(11.3%) disagreed while 14(22.6%) were neutral. This finding showed that 40(64.5%) respondents agreed with the statement, 8(12.9%) disagreed with the statement while 14(22.6%) were neutral. This construct had a mean of 3.77 and a standard deviation

of 1.031 which is higher than composite mean of 3.27 with standard deviation of 1.246, implying that the statement positively affects project sustainability of donor funded project.

Statement (2) Motive or objective of the project affects the project sustainability of donor funded project, out of 62 respondents who participated in the study, 15(24.2%) of respondents strongly agreed with the statement, 13(21.0%) agreed, 7(11.3%) strongly disagreed, 11(17.7%) disagreed while 16(25.8%) were neutral. This finding showed that 28(45.2%) respondents agreed with the statement, 18(29.0%) disagreed with the statement while 16(25.8%) were neutral. This construct had a mean of 3.29 and a standard deviation of 1.323 which is higher than composite mean of 3.27 with standard deviation of 1.246, implying that the statement positively affects project sustainability of donor funded project.

Statement (3) Frequency of donor engagement affects the project sustainability of donor funded project, out of 62 respondents who participated in the study, 4(6.5%) of respondents strongly agreed with the statement, 24(38.7%) agreed, 6(9.7%) strongly disagreed, 13(24.2%) disagreed while 13(21.0%) were neutral. This finding showed that 28(45.2%) respondents agreed with the statement, 21(33.9%) disagreed with the statement while 13(21.0%) were neutral. This construct had a mean of 3.08 and a standard deviation of 1.135 which is lower than composite mean of 3.27 with standard deviation of 1.246, implying that the statement negatively affects project sustainability of donor funded project.

Statement (4) Terms of projects affects the project sustainability of donor funded project, out of 62 respondents who participated in the study, 7(11.3%) of respondents strongly agreed with the statement, 16(25.8%) agreed, 5(8.1%) strongly disagreed, 13(21.0%) disagreed while 21(33.9%) were neutral. This finding showed that 23(37.1%)

respondents agreed with the statement, 18(29.1%) disagreed with the statement while 21(33.9%) were neutral. This construct had a mean of 3.11 and a standard deviation of 1.118 which is lower than composite mean of 3.27 with standard deviation of 1.246, implying that the statement negatively affects project sustainability of donor funded project.

Statement (5) Duration of projects effects the project sustainability of donor funded project, out of 62 respondents who participated in the study, 17(27.4%) of respondents strongly agreed with the statement, 12(19.4%) agreed, 11(17.7%) strongly disagreed, 16(25.8%) disagreed while 6(9.7%) were neutral. This finding showed that 29(46.8%) respondents agreed with the statement, 27(43.5%) disagreed with the statement while 6(9.7%) were neutral. This construct had a mean of 3.13 and a standard deviation of 1.509 which is lower than composite mean of 3.27 with standard deviation of 1.246, implying that the statement negatively affects project sustainability of donor funded project.

Statement (6) Material type of projects affects the project sustainability of donor funded project, out of 62 respondents who participated in the study, 16(25.8%) of respondents strongly agreed with the statement, 10(16.1%) agreed, 7(11.3%) strongly disagreed, 14(22.6%) disagreed while 15(24.2%) were neutral. This finding showed that 26(41.9%) respondents agreed with the statement, 21(33.9%) disagreed with the statement while 15(24.2%) were neutral. This construct had a mean of 3.23 and a standard deviation of 1.360 which is lower than composite mean of 3.27 with standard deviation of 1.246, implying that the statement negatively affects project sustainability of donor funded project.

The study findings were that respondents were revealed that Amount of funds provided affects the project sustainability of donor funded project and Motive, or objective of the project effects the project sustainability of donor funded project. In addition, the study findings revealed that the respondents Frequency of donor engagement effects the project sustainability of donor funded project and that Terms of projects affects the project sustainability of donor funded project. Finally, the study has found that duration of projects affects the project sustainability of donor funded project and Material type of projects affects the project sustainability of donor funded project.

4.4.2 Analyses on Project implementor Engagement and Project Sustainability Among Donor- Funded Projects

The research sought to find out the influence of project implementor engagement on project sustainability among donor- funded projects in the Kenya Innovation Engine. Further, the questionnaire responses were analysed using Likert scale where strongly disagree = (SD); disagree represented by (D); neutral equal to (N); agree = (A); strongly agree equal to (SA); (μ) represented the mean and (δ) = standard deviation. The analyses were tabulated as in table 4.3.

Table 4.3 Analyses on Project implementer Engagement and Project Sustainability among Donor- Funded Projects

Project implementor Engagement		**SD%**	**D%**	**N%**	**A%**	**SA%**	**μ**	**δ**
Capacity of project implementor affects the project sustainability of donor funded project	%	8.1	3.2	19.4	38.7	30.6	3.81	1.157
	Freq	5	2	12	24	19		
Integrity of project implementor affects the project sustainability of donor funded project	%	11.3	14.5	16.1	32.3	25.8	3.47	1.327
	Freq	7	9	10	20	16		

Appropriateness of project implementor affects the project sustainability of donor funded project	%	12.9	9.7	25.8	22.6	29	3.45	1.351
	Freq	8	6	16	14	18		
Qualifications and skills of project implementor affects the project sustainability of donor funded project	%	8.1	11.3	22.6	25.8	32.3	3.63	1.271
	Freq	5	7	14	16	20		
Renumeration of project implementor affects the project sustainability of donor funded project	%	17.7	24.2	6.5	24.2	27.4	3.19	1.513
	Freq	11	15	4	15	17		
Training and development of project implementor affects the project sustainability of donor funded project	%	12.9	6.5	21	30.6	29	3.56	1.326
	Freq	8	4	13	19	18		
Composite mean and standard deviation							**3.52**	**1.324**

Table 4.3 on analysing how project implementor engagement effects project sustainability among donor- funded projects in the Kenya Innovation Engine six statements were developed as indicated in table 4.3. Statement (1) Capacity of project implementor affects project sustainability of donor funded project, out of 62 respondents who participated in the study, 19(38.7%) of respondents strongly agreed with the statement, 24(38.7%) agreed, 5(8.1%) strongly disagreed, 2(3.2%) disagreed while 12(19.4%) were neutral. This finding showed that 43(69.3%) respondents agreed with the statement, 7(11.3%) disagreed with the statement while 12(19.4%) were neutral. This construct had the mean of 3.81 and the standard deviation of 1.157 which is lower than composite mean of 3.52 with standard deviation of 1.324, implying that the statement negatively affects project sustainability of donor funded project.

Statement (2) Integrity of project implementor affects the project sustainability of donor funded project, out of 62 respondents who participated in the study, 16(25.8%) of respondents strongly agreed with the statement, 20(32.3%) agreed, 7(11.3%) strongly

disagreed, 9(14.5%) disagreed while 10(16.1%) were neutral. This finding showed that 36(58.1%) respondents agreed with the statement, 16(25.8%) disagreed with the statement while 10(16.1%) were neutral. This construct had the mean of 3.47 and the standard deviation of 1.327 which is lower than composite mean of 3.52 with standard deviation of 1.324, implying that the statement negatively affects project sustainability of donor funded project.

Statement (3) During the training I was given the opportunity to share my challenges, out of 62 respondents who participated in the study, 18(29.0%) of respondents strongly agreed with the statement, 14(22.6%) agreed, 8(12.8%) strongly disagreed, 6(9.7%) disagreed while 16(25.8%) were neutral. This finding showed that 32(51.6%) respondents agreed with the statement, 14(22.6%) disagreed with the statement while 16(25.8%) were neutral. This construct had a mean of 3.45 and a standard deviation of 1.351 which was lower than composite mean of 3.52 with standard deviation of 1.324, implying that the statement negatively affects project sustainability of donor funded project.

Statement (4) Qualifications and skills of project implementor influence the project sustainability of donor funded project, out of 62 respondents who participated in the study, 20(32.3%) of respondents strongly agreed with the statement, 16(25.8%) agreed, 5(8.1%) strongly disagreed, 7(11.3%) disagreed while 14(22.6%) were neutral. This finding showed that 36(58.1%) respondents agreed with the statement, 12(19.4%) disagreed with the statement while 14(22.6%) were neutral. This construct had a mean of 3.63 and a standard deviation of 1.271 which is higher than composite mean of 3.52 with standard

deviation of 1.324, implying that the statement positively affects project sustainability of donor funded project.

Statement (5) Renumeration of project implementor affects the project sustainability of donor funded project, out of 62 respondents who participated in the study, 17(27.4%) of respondents strongly agreed with the statement, 15(24.2%) agreed, 11(17.7%) strongly disagreed, 15(24.2%) disagreed while 4(6.5%) were neutral. This finding showed that 32(51.6%) respondents agreed with the statement, 26(41.9%) disagreed with the statement while 4(6.5%) were neutral. This construct had a mean of 3.19 and a standard deviation of 1.513 which is lower than composite mean of 3.52 with standard deviation of 1.324, implying that the statement negatively affects project sustainability of donor funded project.

Statement (6) My organization caters for everything for all trainings attended, out of 62 respondents who participated in the study, 18(29.0%) of respondents strongly agreed with the statement, 19(30.6%) agreed, 8(12.9%) strongly disagreed, 4(6.5%) disagreed while 21(21.0%) were neutral. This finding showed that 37(59.6%) respondents agreed with the statement, 12(19.4%) disagreed with the statement while 4(6.5%) were neutral. This construct had a mean of 3.00 and a standard deviation of 1.21 which is higher than composite mean of 3.52 with standard deviation of 1.324, implying that the statement positively affects project sustainability of donor funded project.

The findings revealed that Capacity of project implementor affects the project sustainability of donor funded project, Integrity of project implementor affects the project sustainability of donor funded project. In addition, the study results were that Appropriateness of project implementor affects the project sustainability of donor funded

project. Moreover, Renumeration of project implementor affects the project sustainability of donor funded project and Training and development of project implementor affects the project sustainability of donor funded project.

4.4.3 Analyses on Beneficiaries Engagement and Project Sustainability Among Donor- Funded Projects

The research sought to establish the influence of beneficiary engagement on project sustainability among donor- funded projects in the Kenya Innovation Engine. Further, the questionnaire responses were analysed using Likert scale where strongly disagree = (SD); disagree represented by (D); neutral equal to (N); agree = (A); strongly agree equal to (SA); (μ) represented the mean and (δ) = standard deviation. The analyses were tabulated as in table 4.4.

Table 4.4 Analyses on Beneficiaries Engagement and Project Sustainability Among Donor- Funded Projects

Beneficiaries Engagement		SD	D	N	A	SA	μ	δ
Community Participation affects the project sustainability of donor funded project	%	11.3	14.5	30.6	27.4	16.1	3.23	1.22
	Freq	7	9	19	17	10		
Community support of projects affects the project sustainability of donor funded project	%	8.1	19.4	27.4	30.6	14.5	3.24	1.169
	Freq	5	12	17	19	9		
Community engagement of projects affects the project sustainability of donor funded project	%	9.7	14.5	17.7	24.2	33.9	3.58	1.35
	Freq	6	9	11	15	21		
Community interests of projects affects the project sustainability of donor funded project	%	14.5	19.4	21	29	16.1	3.13	1.312
	Freq	9	12	13	18	10		
Community training of projects affects the project sustainability of donor funded project	%	9.7	4.8	12.9	54.8	17.7	3.66	1.13
	Freq	6	3	8	34	11		
Community ownership of projects affects the project sustainability of donor funded project	%	3.2	6.5	19.4	21	50	4.08	1.121
	Freq	2	4	12	13	31		

Composite mean and standard deviation	**3.49**	**1.217**

From table 4.4 on analysing how beneficiary engagement affects project sustainability among donor- funded projects six statements were developed as indicated in table 4.4. Statement (1) Community Participation influence the project sustainability of donor funded project, out of 62 respondents who participated in the study, 10(16.1%) of respondents strongly agreed with the statement, 17(27.4%) agreed, 7(11.3%) strongly disagreed, 9(14.5%) disagreed while 19(30.6%) were neutral. This finding showed that 27(43.5%) respondents agreed with the statement, 16(25.8%) disagreed with the statement while 19(30.6%) were neutral. This construct had a mean of 3.23 and a standard deviation of 1.22 which is lower than composite mean of 3.49 with standard deviation of 1.217, implying that the statement negatively affects project sustainability among donor- funded projects.

Statement (2) Trainings attended were customized to my needs, out of 62 respondents who participated in the study, 9(14.5%) of respondents strongly agreed with the statement, 19(30.6%) agreed, 5(8.1%) strongly disagreed, 12(19.4%) disagreed while 17(27.4%) were neutral. This finding showed that 28(45.1%) respondents agreed with the statement, 17(27.5%) disagreed with the statement while 17(27.4%) were neutral. This construct had a mean of 3.24 and a standard deviation of 1.169 which is lower than composite mean of 3.49 with standard deviation of 1.217, implying that the statement negatively affects project sustainability among donor- funded projects.

Statement (3) Community engagement of projects affects the project sustainability of donor funded project, out of 62 respondents who participated in the study, 21(33.9%) of respondents strongly agreed with the statement, 15(24.2%) agreed, 6(9.7%) strongly

disagreed, 9(14.5%) disagreed while 11(17.7%) were neutral. This finding showed that 36(58.1%) respondents agreed with the statement, 15(24.5%) disagreed with the statement while 11(17.7%) were neutral. This construct had a mean of 3.58 and a standard deviation of 1.35 which is higher than composite mean of 3.19 with standard deviation of 1.217, implying that the statement positively affects project sustainability among donor- funded projects.

Statement (4) Community interests of projects affects the project sustainability of donor funded project, out of 62 respondents who participated in the study, 10(16.1%) of respondents strongly agreed with the statement, 18(29.0%) agreed, 9(14.5%) strongly disagreed, 12(19.4%) disagreed while 13(21.0%) were neutral. This finding showed that 28(45.1%) respondents agreed with the statement, 21(33.9%) disagreed with the statement while 13(21.0%) were neutral. This construct had a mean of 3.13 and a standard deviation of 1.312 which is lower than composite mean of 3.49 with standard deviation of 1.217, implying that the statement negatively affects project sustainability among donor- funded projects.

Statement (5) Community training of projects affects the project sustainability of donor funded project, out of 62 respondents who participated in the study, 11(17.7%) of respondents strongly agreed with the statement, 34(54.8%) agreed, 6(9.7%) strongly disagreed, 3(4.8%) disagreed while 8(12.9%) were neutral. This finding showed that 45(72.5%) respondents agreed with the statement, 9(14.5%) disagreed with the statement while 8(12.9%) were neutral. This construct had a mean of 3.66 and a standard deviation of 1.13 which is higher than composite mean of 3.49 with standard deviation of 1.217,

implying that the statement positively affects project sustainability among donor- funded projects.

Statement (6) Community ownership of projects affects the project sustainability of donor funded project, out of 62 respondents who participated in the study, 31(50.0%) of respondents strongly agreed with the statement, 13(21.0%) agreed, 2(3.2%) strongly disagreed, 4(6.5%) disagreed while 12(19.4%) were neutral. This finding showed that 44(71.0%) respondents agreed with the statement, 6(9.7%) disagreed with the statement while 12(19.4%) were neutral. This construct had a mean of 4.08 and a standard deviation of 1.121 which is higher than composite mean of 3.49 with standard deviation of 1.217, implying that the statement positively affects project sustainability among donor- funded projects.

Findings on beneficiary engagement showed that Community Participation affects project sustainability of donor funded project, and that Community support of projects affects project sustainability of donor funded project. Further, the results revealed that Community engagement of projects affects project sustainability of donor funded project, Community interests of projects affects project sustainability of donor funded project, Community training of projects affects project sustainability of donor funded project and Community ownership of projects affects the project sustainability of donor funded project.

4.4.4 Analyses on Stakeholder Engagement and Project Sustainability Among Donor- Funded Projects

The research evaluated the effects of stakeholder engagement on project sustainability among donor- funded projects in the Kenya Innovation Engine. Further, the questionnaire responses were analysed using Likert scale where strongly disagree = (SD);

disagree represented by (D); neutral equal to (N); agree = (A); strongly agree equal to (SA); (μ) represented the mean and (δ) = standard deviation. The analyses were tabulated as in table 4.5.

Table 4.5 Analyses on Stakeholder Engagement and Project Sustainability among Donor- Funded Projects

Stakeholder Engagement and Project Sustainability		SD	D	N	A	SA	μ	δ
Project ownership affects the project sustainability of donor funded project	%	12.9	9.7	14.5	35.5	27.4	3.55	1.339
	Freq	8	6	9	22	17		
Effective leadership affects the project sustainability of donor funded project.	%	12.9	14.5	17.7	24.2	30.6	3.45	1.399
	Freq	8	9	11	15	19		
Project continuation affects the project sustainability of donor funded project	%	12.9	9.7	27.4	29	21	3.35	1.282
	Freq	8	6	17	18	13		
Project performance of project affects the project sustainability of donor funded project	%	8.1	9.7	27.4	22.6	32.3	3.61	1.259
	Freq	5	6	17	14	20		
Capacity building of project affects the project sustainability of donor funded project	%	11.3	6.5	24.2	30.6	27.4	3.56	1.276
	Freq	7	4	15	19	17		
Adequate funds of project affect the project sustainability of donor funded project	%	11.3	12.9	25.8	32.3	17.7	3.323	1.238
	Freq	7	8	16	20	11		
Project planning affects the project sustainability of donor funded project	%	8.1	16.1	30.6	17.7	27.4	3.40	1.273
	Freq	5	10	19	11	17		
Composite mean and standard deviation							**3.46**	**1.295**

Table 4.5 on analysing how Stakeholder Engagement affects project sustainability among donor- funded projects seven statements were developed as indicated in table 4.5. Statement (1) Project ownership affects the project sustainability of donor funded project, out of 62 respondents who participated in the study, 17(27.4%) of respondents strongly agreed with the statement, 22(35.5%) agreed, 8(12.9%) strongly disagreed, 6(9.7%)

disagreed while 9(14.5%) were neutral. This finding showed that 39(62.9%) respondents agreed with the statement, 14(22.6%) disagreed with the statement while 9(14.5%) were neutral. This construct had a mean of 3.55 and a standard deviation of 1.339 which is higher than composite mean of 3.46 with standard deviation of 1.295, implying that the statement positively affects project sustainability among donor- funded projects.

Statement (2) Effective leadership affects the project sustainability of donor funded project, out of 62 respondents who participated in the study, 19(30.6%) of respondents strongly agreed with the statement, 15(24.2%) agreed, 8(12.9%) strongly disagreed, 9(14.5%) disagreed while 11(17.7%) were neutral. This finding showed that 37(54.8%) respondents agreed with the statement, 17(27.4%) disagreed with the statement while 11(17.7%) were neutral. This construct had a mean of 3.45 and a standard deviation of 1.399 which is lower than composite mean of 3.46 with standard deviation of 1.295, implying that the statement negatively affects project sustainability among donor- funded projects.

Statement (3) Project continuation affects the project sustainability of donor funded project, out of 62 respondents who participated in the study, 13(21.0%) of respondents strongly agreed with the statement, 18(29.0%) agreed, 8(12.9%) strongly disagreed, 6(9.7%) disagreed while 17(27.4%) were neutral. This finding showed that 31(50.0%) respondents agreed with the statement, 14(22.6%) disagreed with the statement while 17(27.4%) were neutral. This construct had a mean of 3.35 and a standard deviation of 1.282 which is lower than composite mean of 3.46 with standard deviation of 1.295, implying that the statement negatively affects project sustainability among donor- funded projects.

Statement (4) Project performance affects the project sustainability of donor funded project, out of 62 respondents who participated in the study, 20(32.3%) of respondents strongly agreed with the statement, 17(22.6%) agreed, 5(8.1%) strongly disagreed, 6(9.7%) disagreed while 17(27.4%) were neutral. This finding showed that 34(54.9%) respondents agreed with the statement, 11(17.8%) disagreed with the statement while 17(27.4%) were neutral. This construct had a mean of 3.61 and a standard deviation of 1.259 which is higher than composite mean of 3.46 with standard deviation of 1.295, implying that the statement positively affects project sustainability among donor- funded projects.

Statement (5) Capacity building of project affects the project sustainability of donor funded project, out of 62 respondents who participated in the study, 17(27.4%) of respondents strongly agreed with the statement, 19(30.6%) agreed, 7(11.3%) strongly disagreed, 4(6.5%) disagreed while 15(24.2%) were neutral. This finding showed that 36(58.0%) respondents agreed with the statement, 11(17.8%) disagreed with the statement while 15(24.2%) were neutral. This construct had a mean of 3.56 and a standard deviation of 1.276 which is higher than composite mean of 3.46 with standard deviation of 1.295, implying that the statement positively affects project sustainability among donor- funded projects.

Statement (6) Adequate funds of project affects the project sustainability of donor funded project, out of 62 respondents who participated in the study, 11(17.7%) of respondents strongly agreed with the statement, 20(32.3%) agreed, 7(11.3%) strongly disagreed, 8(12.8%) disagreed while 16(25.6%) were neutral. This finding showed that 31(50.0%) respondents agreed with the statement, 15(24.2%) disagreed with the statement while 16(25.8%) were neutral. This construct had a mean of 3.323 and a standard deviation

of 1.238 which is lower than composite mean of 3.46 with standard deviation of 1.295, implying that the statement negatively affects project sustainability among donor- funded projects.

Statement (7) Project planning affects the project sustainability of donor funded project, out of 62 respondents who participated in the study, 17(27.4%) of respondents strongly agreed with the statement, 11(17.7%) agreed, 5(8.1%) strongly disagreed, 10(16.1%) disagreed while 19(30.6%) were neutral. This finding showed that 28(45.1%) respondents agreed with the statement, 15(24.2%) disagreed with the statement while 19(30.6%) were neutral. This construct had a mean of 2.40 and a standard deviation of 1.273 which is lower than composite mean of 3.46 with standard deviation of 1.295, implying that the statement negatively affects project sustainability among donor- funded projects.

The findings of the study revealed that Project ownership affects project sustainability of donor funded project, Effective leadership affects project sustainability of donor funded project and Project continuation affects the project sustainability of donor funded project. In addition, the study found Project performance of project affects project sustainability of donor funded project, Capacity building of project affects project sustainability of donor funded project, Adequate funds of project affects project sustainability of donor funded project and Project planning affects the project sustainability of donor funded project.

4.5 Inferential Analyses of Analyses on Stakeholder Engagement and Project Sustainability Among Donor- Funded Projects

The inferential analyses adopted by the study were correlation analysis, regression analysis and analysis of variance on stakeholder engagement and project sustainability among donor- funded projects.

4.5.1 Pearson Correlation of Analyses on Stakeholder Engagement and Project Sustainability Among Donor- Funded Projects

The research examined the correlation analysis of the effects of stakeholder engagement on project sustainability among donor- funded projects. The four (4) variables were: donor engagement, project implementor, beneficiaries' engagement, and project sustainability among donor- funded projects. The analyses were tabulated as in table 4.6.

Table 4.6 Pearson Correlation of Analyses on Stakeholder Engagement and Project Sustainability among Donor- Funded Projects

		Project Sustainability	Donor Engagement	Project Implementor Engagement	Beneficiary Engagement
Project Sustainability	Pearson Correlation	1			
	Sig. (2-tailed)				
Donor Engagement	Pearson Correlation	.578**	1		
	Sig. (2-tailed)	.000			
Project Implementor Engagement	Pearson Correlation	.900**	.513**	1	
	Sig. (2-tailed)	.000	.000		
Beneficiary Engagement	Pearson Correlation	.889**	.522**	.884**	1
	Sig. (2-tailed)	.000	.000	.000	

**. Correlation is significant at the 0.01 level (2-tailed).

From table 4.6 it showed, the three independent variables of the study had a relationship that was positive with the project sustainability among donor- funded projects. Firstly, the Pearson correlation (r) of Donor Engagement was 0.578 which depicts that it was statistically significant since the p – value < 0.01 at 0.00 and hence, it affects employee project sustainability among donor- funded projects. The second variable of Project Implementor Engagement had strong positive Pearson correlation (r) of 0.900 which was statistically significant at the 0.01; thus, it affects project sustainability among donor-funded projects. Finally, Beneficiary Engagement had a stronger positive Pearson correlation (r) of 0.889 which was statistically significant at the 0.01 that showed that it affects project sustainability among donor- funded projects.

4.5.2 Regression Analyses on Analyses on Stakeholder Engagement and Project Sustainability Among Donor- Funded Projects

The first model examined the linear relationship of the stakeholder engagement and project sustainability among donor- funded projects. Moreover, table 4.6 showed the regression analysis model summary.

Table 4.7 Model Summary on Analyses on Stakeholder Engagement and Project Sustainability Among Donor- Funded Projects

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.927[a]	.860	.853	.36215

a. Predictors: (Constant), Donor Engagement, Project Implementor Engagement, Beneficiary Engagement

The table 4.7 indicate that correlation coefficient (r) was 0.991 depicting a very strong relationship on how stakeholder engagement affects project sustainability among donor- funded projects. The R Square was 0.927 and adjusted R square is 0.853 indicating that the regression model can explain 85.3% about the influence of stakeholder engagement on project sustainability among donor- funded projects. Moreover, variances analysis generated from ANOVA presented in the table 4.8, showed that the calculated data revealed that parameters of population had statistical level of significance at 0.000 because p value was less than 0.05 that reveals further that the data was sufficient to make conclusions on parameters of population as the p-value was less than five (5) percent. Subsequently, the F-statistic accounted for 118.944 depicting generally plane significance as the p-value was less than five (5) percent, showed that the regression model was statistically significance in explaining how stakeholder engagement affects project sustainability among donor- funded projects.

Table 4.8 Analysis of Variance on Analyses on Stakeholder Engagement and Project Sustainability Among Donor- Funded Projects

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46.799	3	15.600	118.944	.000[b]
	Residual	7.607	58	.131		
	Total	54.406	61			

a. Dependent Variable: Project Sustainability Among Donor- Funded Projects

b. Predictors: (Constant), Donor Engagement, Project Implementor Engagement, Beneficiary Engagement

Table 4.9 shows regression model coefficients of the three independent variables. In addition, it revealed or showed that when the donor engagement, project implementor,

beneficiaries' engagement, and project sustainability among donor- funded projects had a constant of 0.129, 0.503, 0.397 and coefficient of -0.088. The finding indicates that all variables affect employee performance.

Table 4.9 Coefficients of Analyses on Stakeholder Engagement and Project Sustainability Among Donor- Funded Projects

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.088	.204		-.431	.668
	Donor Engagement	.129	.062	.121	2.086	<.001
	Project Implementor Engagement	.503	.108	.493	4.651	<.001
	Beneficiary Engagement	.397	.109	.390	3.658	<.001
a. Dependent Variable: Project Sustainability Among Donor- Funded Projects						

$$Y = -0.088 + 0.129X_1 + 0.503X_2 + 0.397X_1$$

Hypothesis Testing

The standardized beta coefficients give a measure of effect of each variable to the model and indicate how much the dependent variable varies with an independent variable when all other independent variables are held constant. From table 4.9, first research null hypothesis was that "Donor engagement has not been statistically significant on project sustainability among projects funded by donors in the Kenya Innovation Engine." This was rejected because the (p-value equal to 0.000) was less than coefficient alpha of 0.005 in this research. Hence, the alternative hypothesis was accepted that "Donor engagement has statistically significant on project sustainability among projects funded by donors in the Kenya Innovation Engine" which had a positive coefficient of 0.129.

In addition, the second research null hypothesis that “Project implementor engagement has not been statistically significant on project sustainability among projects funded by donors in the Kenya Innovation Engine.” This was rejected because (p-value equal to 0.001) was less than coefficient alpha of 0.005. Thus, the alternative hypothesis was accepted that “Project implementor engagement has statistically significant on project sustainability among projects funded by donors in the Kenya Innovation Engine.” which had a positive coefficient of 0.503.

Finally, the research null hypothesis that “Beneficiaries’ engagement has not been statistically significant on project sustainability on project sustainability among projects funded by donors in the Kenya Innovation Engine” was rejected since the p-value equal to 0.000 was less than the coefficient alpha of 0.005. Hence, the alternative hypothesis was accepted that “Beneficiaries’ engagement has statistically significant on project sustainability on project sustainability among projects funded by donors in the Kenya Innovation Engine” which had a negative coefficient of 0.397.

CHAPTER FIVE
DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter or section focused on discussion of the findings, conclusions from analyzed data and recommendations on how stakeholder's engagement affects project sustainability among donor- funded projects in The Kenya Innovation Engine, Kenya. Further, areas to further research of such nature were provided.

5.2 Discussions

The study examined three research questions about how stakeholder's engagement affects project sustainability among donor- funded projects in The Kenya Innovation Engine, Kenya. as discussed below.

5.2.1 Donor Engagement and Project Sustainability Among Donor- Funded Projects

On donor engagement the finding revealed that it affects project sustainability among donor- funded projects in the Kenya Innovation Engine. These findings agreed with the outcomes of Uwamariya (2021) that indicated stakeholder's participation contribute to project sustainability which revealed there was a relationship between "Ownership and skills, between skills and continuation between material and effective leadership."

Further, the study of Kiambi and Mugambi (2019) affects sustainability of agricultural projects funded by donors finding concur with the findings of the study. Moreover, the study has found that donor engagement affects project sustainability among

donor- funded projects. The findings agree with the study of Nthenge (2014) which investigated the main factors which affects sustainability of water projects funded by donors and found that funding level, involvement of stakeholders affects sustainability of projects.

In addition, the study reveals that donor engagement is the main contributor to the project sustainability, the findings agree with the study of Gachui (2017) which assessed the effects that donor fundings has on community developments success within Kenya on water projects funded by donor in Embu County and found significant positive effect on community development projects success. Finally, the study concurs with the findings of Kuria and Wanyoike (2016) on factors that affects sustainability of projects funded by donors in County of Nakuru. Further, funding levels, M&E and involvement of stakeholder were examined. That found Involvement of stakeholders and participation of community affects sustainability of project. Finally, the research found that M&E and involvement stakeholder strongly affects sustainability positively.

5.2.2 Project Implementor Engagement and Project Sustainability Among Donor-Funded Projects

The findings of the study were that project implementor engagement affects project sustainability among donor- funded projects in the Kenya Innovation Engine. The findings concur with the study of Gilbert and James (2021) explored key factors in the implementation of projects funded by donors. The study findings revealed a positive influence on involvement of stakeholder, funding, M&E and technology or innovation on implementation of projects funded by donors.

Moreover, the study results agree with the finding of Ndombi et al. (2020) study investigated the main effect of M&E that is timing, participation, tools, and frequency and sustainability of livelihood projects funded donors within County of Kilifi in Kenya. The outcomes from correlation of Pearson's Product moment and multiple linear regression revealed that perception of sustainability differed significantly with marital status, gender, projects, and age.

In addition, the findings are in unison with the study of Kassim and Mutiso (2019) examined how communication, financial resources, participation of stakeholders and M&E in Wajir County. The findings of the study shown that an increase in financial resources increased a unit in communication; a unit increase in stakeholders' participation, led to increases in successful implementation of projects funded by donor a unit increase in M&E led to increase in successful implementation of donor funded projects. This means that the most significant variable was Financial Resources followed by monitoring and evaluation, communication, and stakeholders' participation respectively. The results found out that all the study variables positively affect successful implementation of projects funded by donors.

Furthermore, the research outcomes concur with the findings of Kamau and Mungai (2019) study examined effects of project implementation on sustainability of sanitation and water projects within county of Nyeri. The findings of the study generally revealed that training not only increases employees' performance but also positively affects employees' motivation and job satisfaction. The findings showed that technical capacities, funding of project, participation of community and support by government positively affects sustainability projects on water and sanitation.

5.2.3 Beneficiary Engagement and Project Sustainability Among Donor- Funded Projects

Findings of the study revealed that beneficiary engagement affects project sustainability among donor- funded projects in the Kenya Innovation Engine. The findings are in unison with the study Balozi and Gabissa (2018) case study examined was on influence of involvement of beneficiaries on water projects sustainability which were funded by donors in Arusha region. The study found involvement of beneficiaries and positively affects sustainability of projects funded by donors. In addition, the findings agree with the study of Mundau and Tanga (2016) assessed the community participation levels and localization on decision making on foreign projects funded by donors within Zimbabwe. The results were that project members involvement at various project cycle affects decision making.

Also, the findings concur in with the study of Lelegwe (2015) conducted a study in establishing the effects of participation communities and community ownership on projects funded by donors. The findings depicted those low levels of resource commitment, participation of communities was witnessed in the projects. In addition, the findings of Migwi and Atikiya (2017) assessed effects of engaging communities at various project phases and sustainability projects.

The research found; communities were not fully involved in phases of projects development. Moreover, in the planning phases, the participants indicated there was minimal involvement and most of the participants disagreed in engagement of community in identifying of community-based projects. On implementation stage, most of the participants disagreed on involvement of the community in the coordination of the activities of project. Finally, the research findings showed no engagement of community

in M&E phase where majority of the participants disagreed that the communities were involved in evaluation teams.

5.3 Summary of Main Findings

The summary of the findings on the stakeholder's engagement affects project sustainability among donor- funded projects in The Kenya Innovation Engine, Kenya were as follows:

5.3.1 Donor Engagement

The summary on the donor engagement from the study findings respondents, revealed that Amount of funds provided affects the project sustainability of donor funded project, since the donors have no quality time to sit with the implementers and beneficiaries to reflect on the ongoing work and what requires to be adjusted based on the actual situation on the ground and them motive, the objective of the project affects the project sustainability of donor funded project, at times, the implementers have their motives to fulfil their agenda and not what they have been contracted to fulfil. Other implementers execute substandard work in terms of money and time by setting aside part of project savings after the implementation. This has contributed negatively to the engagement for both community and the implementers. In addition, the study findings revealed that the respondent's frequency of donor engagement affects the project sustainability of donor funded project by analyzing to duration taken before the next funding. Terms of projects affects the project sustainability of donor funded project at times, when the project rans short of funding, the requirement for incremental funding response if takes longer than anticipated to release the next funding also, affects the project sustainability. Finally, the study found that the duration of projects affects the project sustainability of donor funded project

especially if the project has planned the implementation to be carried within a year and nothing has been set yet, it calls for approximately six months to put up an office in terms of recruitment before the actual work begins, that means that only four months is left for the implementation which is not sufficient for any successful project. All the findings highlighted above contributed to the failure of the project hence causing donor funded projects unsustainable.

5.3.2 Project Implementor Engagement

In addition, the implementors engagement effects project sustainability among donor- funded projects in the Kenya Innovation Engine. Some findings revealed that the capacity of project implementor affects the project sustainability directly, and especially if the implementors have not done their groundwork well, by finding out exactly what the problem is. The researcher from the analyses and information from the questionnaire highlighted strongly that the implementors need to work hand in hand with the community and especially during the co-creation exercise to articulate the actual problem. Integrity of project implementor were lacking, some of the implementor were not qualified to execute the work as some of them were casuals and in return it affected the project sustainability of donor funded project in terms of quality. In addition, the study results were that Appropriateness of project implementor affects the project sustainability of donor funded project. Moreover, Renumeration of project implementor affects the project sustainability of donor funded project. Training and development of project implementor affected the project sustainability of donor funded project. After the implementation of the project, the project implementors did not equip the custodians of the project with training to ensure that after their exit, the communities could at least manage the projects.

5.3.3 Beneficiary Engagement

Findings on beneficiary engagement on project sustainability among donor- funded projects in the Kenya Innovation Engine showed that Community Participation affects project sustainability of donor funded project. Community support of projects affects project sustainability of donor funded project. Further, the results revealed that Community engagement of projects affects project sustainability of donor funded project, presence is not felt because the assumption is that the project for the interest of donors. It is the high time for the communities to raise and work hand in hand with the donors and implementors since joint effort and ownership is required for all to implement a meaningful project. Community interests of projects affected project sustainability of donor funded project, the respondent urged that the community must develop interest since the project is implemented with them in mind and if the interest is not shown to the donors, the implementation ends with the 1st phase as it indicates the project is not required in that community. Community training of projects affects project sustainability of donor funded project translates to a great failure according to the respondents since the basic knowledge is not passed to the community to resolve the minor issues emanating from the project when the implementors leaves the site, their humble request is to have training of trainers to provide any guidance in case of eventualities. Lastly, Community ownership of projects affects the project sustainability of donor funded project were found to be missing since most of this project the communities are not included or engaged during the co-creation exercise to make them feel they are important and have been consulted. A huge gap there which was found. Involving the communities means resources and time is not wasted and the benefit goes to the community and the project continues even after the donor exit.

5.3.3 Stakeholder Engagement and Project Sustainability

It can be summarized that stakeholder engagement affects project sustainability among donor- funded projects in the Kenya Innovation Engine. The findings of the study revealed that Project ownership affects project sustainability of donor funded project, If the donors, implementors and the community are not speaking in one voice then it is automatically a total failure because of stakeholder's engagement.

Effective leadership affects project sustainability of donor funded project and Project continuation affects the project sustainability of donor funded project. Lack of advancement in embracing the new technologies in project management, lowers the level of expertise as well as capacities underutilized which in return the employees wait for guidance from the management who have not technology savvy. In addition, the study found Project performance of project affects project sustainability of donor funded project. Capacity building of project affects project sustainability of donor funded project, if not new ideas coming in to play, then there is the traditional way of doing things and the respondent highlighted strongly it is the high time to change. Finally, Adequate funds of project affects project sustainability of donor funded project and Project planning affects the project sustainability of donor funded project if the other stakeholders are not bringing their cost share to advance the project.

5.4 Conclusions

On donor engagement, it can be concluded that amount of funds provided affects the project sustainability of donor funded project and Motive, since the funds are not sufficient to execute all the planned activities. The objective of the project affects the

project sustainability of donor funded project. The responded highlighted that is the implementor deviates from the set goals, then the project is bound to fail. In addition, it can be concluded that Frequency of donor engagement affects project sustainability of donor funded project, additional funding to the project is very key because it keeps the momentum of the flow without having in between gaps hence leading to delays in implementation. Terms of projects affects project sustainability of donor funded project, if the project was meant to be a long-term project and changes to a short term, then the project must fail. Finally, it can be concluded that, the duration of projects affects project sustainability of donor funded project. A good example was highlighted in the agricultural sector where they relied on rain fed agriculture. If there are delays in the start time and end time of the project, it is bound to fail. The end of the project may occur when the crops require sunlight and if it is raining, then the beneficiaries will incur losses. On the other hand, the respondent pointed out that the material type of projects affects project sustainability of donor funded project if they are not quality materials which either makes building collapse or crops dry due to wrong herbicides sprayed on crops.

On project implementor engagement, it can be concluded that Capacity of project implementor affects the project sustainability of donor funded project, for a meaningful project to be specific, measurable, attainable and time bound, Integrity of project implementor must have the know-how and up to date with the current technologies competing with other competitors within the market industry. In addition, the study results were that appropriateness of project implementor affects the project sustainability of donor funded project. Moreover, it can be concluded that renumeration of project implementor affects the project sustainability of donor funded project, most of the responded mentioned

that the pay they take home is not enough to cater for their basic needs and therefore in terms of high-quality materials is compromised. Other respondents said that lack of Training and development of project implementor affects the project sustainability of donor funded project, since most of them are hired as casuals other than expertise hence ends up compromising the quality of work.

On beneficiaries' engagement, it can be concluded that Community Participation affects project sustainability of donor funded projects, if beneficiaries are not present to highlight the changes they want to see, then the implementor concludes the work since no one is monitoring the progress. Members of the Community need to be present and support in the whole process for donor projects to become sustainable. Further, it can be concluded that Community engagement of projects affects project sustainability of donor funded project, Community interests of projects affects project sustainability of donor funded project, The interest on the projects showed that the Community appreciates the support from the donors. Training of projects affects project sustainability of donor funded project indicates that if the community is not fully trained on what to do after the donor and implementor's exits, then the ownership will be limited as no one wants to operate on the environment they are not comfortable with. The response is to have community trained and develop their capacities own the donor funded project.

5.5 Recommendations

On donor engagement, it can be recommended that organization should involve donors at all the phases or stages of donor funded project so as donors can get the value of money and adjust as required during the pause and reflecting moments on what went right or wrong. In addition, the organization should allow donors to identify projects of interest

for funding, as majority implement with a certain agenda in mind if it is part of the community projects awaiting.

On the project implementors engagement, it is recommended that organization should ensure that implementors understand the projects they are involved in implementing. The responded recommended that the implementors must have a clear understanding of the communities needs. Finally, on beneficiary engagement it is recommended that organizations ensure that community participate in projects, have a clear understanding of what need to be changed and why as well as feeling part of the whole exercise which in return makes the community own the project as they are well informed. The study recommends that all the highlighted variables must be factored in during the analysis to strongly identify the correlation of each variable and how it impacts project sustainability on donor funded projects.

5.6 Areas of Further Research

The study findings were looking on how the stakeholder engagement affects project performance within the Kenya innovation Engine. The study can further explore, studies including the government projects and especially those projects which have not taken off and yet funding have been channeled year in year out to compare the correlation between the two. Further, the study recommends that the researcher might in future want to investigate the private Vs public sector in the current era to make an informed decision as the country continues to advance in the new in innovations and technologies.

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APPENDICES

Appendix 1: Questionnaire for stakeholders. Dear Respondent, my name is Catherine Nthenya Mulwa. I am a student at the Africa Nazarene University pursuing a master's degree in business administration specializing on project management. As part of the requirement, I am carrying out research on **THE INFLUENCE OF STAKEHOLDER'S PARTICIPATION ON PROJECT SUSTAINABILITY AMONG DONOR- FUNDED PROJECTS IN KENYA: CASE OF THE KENYA INNOVATION ENGINE**

Your responses will remain confidential and will not be shared with anyone outside this study. Your name will not appear anywhere on the survey.

Part A: Demographic Information

1. Gender? a) Male [ ] b) Female [ ]

2. Position held in the organization.

……

3. Number of years you worked in the organization.

4. a)1-2 [ ] b)3-5 [ ] c)6-10 [ ] d) Above 10yrs[ ]

Highest level of education

a) Certificate [ ] b) Diploma [ ] c) Degree [ ] d) Masters [ ] e) PhD [ ] f) Others [ ]

Part B: Donor Engagement and Project Sustainability

5. On a scale of 1 -5 where 5) Strong Agree 4) Agree 3) Neutral, 2) Disagree and 1) Strongly Disagree, rate the following statements regarding Donor Engagement and Project Sustainability.

Donor Engagement and Project Sustainability	1	2	3	4	5
Amount of funds provided influence the project sustainability of donor funded project					
Motive or objective of the project influence the project sustainability of donor funded project					
Frequency of donor engagement influence the project sustainability of donor funded project					

Terms of projects influence the project sustainability of donor funded project					
Duration of projects influence the project sustainability of donor funded project					
Material type of projects influence the project sustainability of donor funded project					

Part C: Project Implementor Engagement and Project Sustainability

6. On a scale of 1 -5 where 5) Strong Agree 4) Agree 3) Neutral, 2) Disagree and 1) Strongly Disagree, rate the following statements regarding Project Implementor Engagement and Project Sustainability.

Project Implementor Engagement and Project Sustainability	1	2	3	4	5
Capacity of project implementor influence the project sustainability of donor funded project					
Integrity of project implementor influence the project sustainability of donor funded project					
Appropriateness of project implementor influence the project sustainability of donor funded project					
Qualifications and skills of project implementor influence the project sustainability of donor funded project					
Renumeration of project implementor influence the project sustainability of donor funded project					
Training and development of project implementor influence the project sustainability of donor funded project					

Part D: Beneficiaries Engagement and Project Sustainability

7. On a scale of 1 -5 where 5) Strong Agree 4) Agree 3) Neutral, 2) Disagree and 1) Strongly Disagree, rate the following statements regarding Beneficiaries Engagement and Project Sustainability.

Beneficiaries Engagement and Project Sustainability	1	2	3	4	5
Community Participation influence the project sustainability of donor funded project					
Community support of projects influence the project sustainability of donor funded project					
Community engagement of projects influence the project sustainability of donor funded project					
Community interests of projects influence the project sustainability of donor funded project					
Community training of projects influence the project sustainability of donor funded project					
Community ownership of projects influence the project sustainability of donor funded project					

Part E: Stakeholders' Engagement and Project Sustainability

8. On a scale of 1 -5 where 5) Strong Agree 4) Agree 3) Neutral, 2) Disagree and 1) Strongly Disagree, rate the following Stakeholders' Engagement and Project Sustainability.

Stakeholders' Engagement and Project Sustainability	1	2	3	4	5
Project ownership influence the project sustainability of donor funded project					
Effective leadership influence the project sustainability of donor funded project					
Project continuation influence the project sustainability of donor funded project					
Project performance of project influence the project sustainability of donor funded project					
Capacity building of project influence the project sustainability of donor funded project					
Adequate funds of project influence the project sustainability of donor funded project					
Project planning influence the project sustainability of donor funded project					

Appendix 2: Budget

Particulars	Amount
Expenses on travelling	30,000
Printing	12,000
Project fee	60,000
Total	**Kshs: 102,000**

Appendix 3: National Commission for Science, Technology and Innovation Research License No. NACOSTI/P/23/25347

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